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Government
Publication

St. Lawrence Parkway
Commission
Annual Report

The St. Clair Parkway Commission Annual Report 1986



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Twenty Years of Excellence
1966~1986

St. Clair Parkway Commission

Aims and Objectives . . .

- | | |
|-----------|--|
| PRIMARY | To ensure an interconnecting system of parks using all of the environmental characteristics of the region. |
| SECONDARY | <ul style="list-style-type: none">-To create a scenic drive following the route corridor (highway No. 40) from Pt. Edward to Chatham.-To encourage tourism in the Parkway area.-To maintain close contact with private and public authorities controlling urban development. |

The Commission recognizes that the trends in recreation are constantly changing; therefore, development programmes are prepared according to need and demand, to ensure the most effective results.



HON. JOHN EAKINS
Minister of Tourism and Recreation
7th Floor
77 Bloor Street W.
Toronto, Ontario
M7A 2E9

Honourable Sir:

It is with pleasure that I submit the annual report of the St. Clair Parkway Commission on this the occasion of our 20th year of operation.

From the passing of the St. Clair Parkway Commission Act in 1966, the hiring of our first employee in 1967, and the official opening of our first park in 1968, the Commission has continued to grow and prosper, acquiring, developing and maintaining numerous observation parks along the beautiful St. Clair River. We have, through a joint program of development between the Province of Ontario and our funding municipalities represented by the Cities of Chatham and Sarnia and the Counties of Kent and Lambton, constructed a number of regional parks facilities and revenue producing recreation oriented attractions. The resultant regional parks system which has been created is a tribute to the men and women who, with great foresight, were responsible for the creation of the St. Clair Parkway Commission.

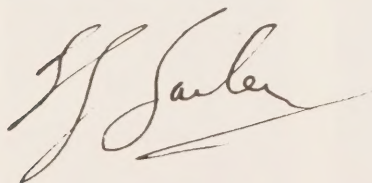
During these years the Commission has grown to a permanent staff of sixteen people with a seasonal and temporary complement of over 130. Since opening our first revenue producing facility in 1970, the Commission is proud to report that during the past year 59.2% of our capital and operating budget was provided from our own revenue resources, another step forward in achieving one of our objectives, that of becoming a totally self-financed body.

Nineteen Eighty Six was a memorable year. It not only marked our second decade, but it was our most frustrating season to date. It was an enigma, those things we worried about, didn't happen, and those things we did not worry about, did happen. High water, our most pressing concern of the season, affected most of our park areas from Sarnia to Mitchell Bay. Waterfront observation parks were flooded, campsites were unusable, and the facilities at Mitchell Bay, at times, were under water. Our attendance was down, but throughout it all, our guests were most co-operative and understanding. On a brighter note, Sarnia Bay Marina in its first full year of operation was successful beyond our expectations. We exceeded our budget estimates by the end of August, even though our seasonal berthing was less than estimated. Our food service and transient berthing greatly exceeded our estimates. The security and congenial staff at Sarnia Bay have become the hallmark of our operation, receiving positive comment from boaters around the Great Lakes.

As we begin our next 20 years, we are ardently seeking a project for the Chatham area to provide an anchor for the southern limit of our jurisdiction. We view expansions at Marine Park and our Golf Course as necessary to meet the recreational needs of our people. The completion of the second phase of Sarnia Bay Marina will add significant economic benefit to the Sarnia region. We will of course, continue to acquire and develop properties along our beautiful river thereby continuing our heritage and improving the quality of life for our residents and visitors.

I would like to thank all the members of the Commission and our Staff who have dedicated themselves to making the St. Clair Parkway Commission one of the finest regional park systems in Ontario.

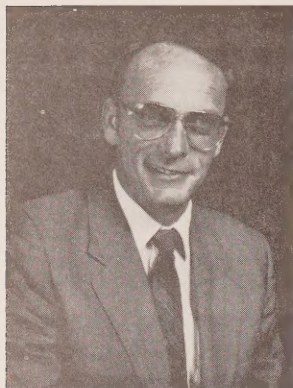
Respectfully submitted,



Danny G. Bailey
Chairman



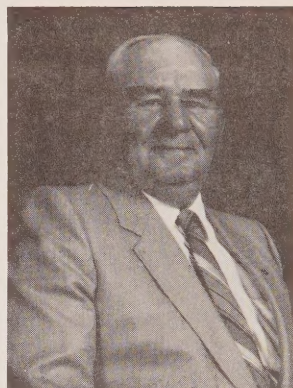
Commission 1986



Danny G. Bailey



Jack George



Don Beaton

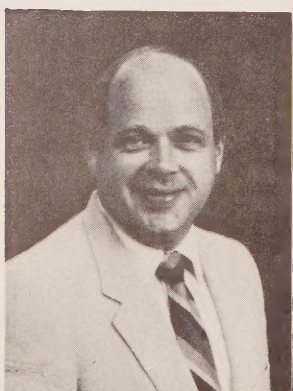


Al Brogden

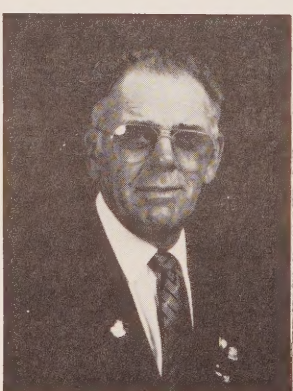
Twenty years ago, on July 6, 1966, the St. Clair Parkway Commission came into existence with the passing of Bill 106 in the Provincial Legislature. At the time, the Commission was composed of eleven members: five representatives appointed by the Province of Ontario; two each from the councils of Lambton County and the City of Sarnia; one each from the councils of Kent County and the City of Chatham. This same system of representation exists today. This year, two commissioners ended their terms on the Commission. John Graham, one of Lambton County's representatives, had served two years while Kent County's representative, Robert Graham, had been a member for five years.



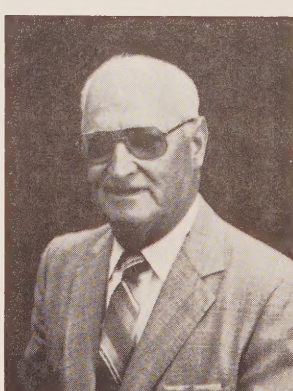
John Graham



Robert Graham



Ross Helps



Lorne Johnston



Jean McPherson

1986 Commission

1966~1986



Chairman
Danny G. Bailey
Port Lambton

*Lorne Johnston
Port Lambton

Vice-Chairman
John D. George
Corunna

*Jean McPherson
Arkona

**Stella Milway
Sarnia

Don Beaton
Corunna

Larry O'Rourke
Chatham

Al Brogden
Sarnia

**Marg Stacey
Corunna

John Graham
Brigden

Mike Stark
Sarnia

Robert Graham
Blenheim

Secretary-Treasurer/
General Manager
Robert F. Harrison
Sarnia

Ross Helps
Petrolia

*January to September

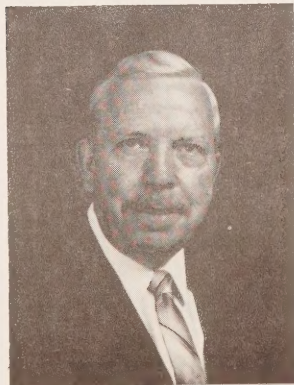
**October to December



Bob Harrison



Stella Milway



Larry O'Rourke



Marg Stacey



Mike Stark

The Commission—Past and Present

Chairman

H.G. MacLean 1966-1970
J.L. Kennedy 1971-1981
D.G. Bailey 1982-

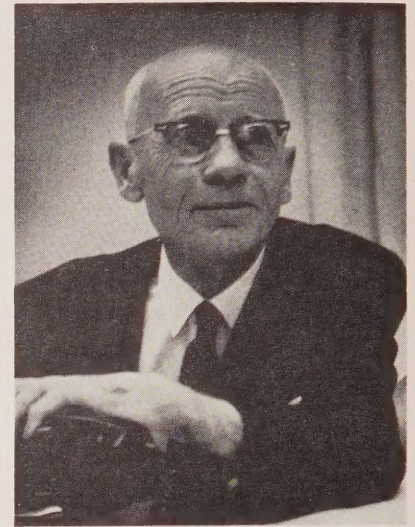
Vice-Chairman

C.W. Case 1966-1969
J.L. Kennedy 1970
C. Carscallen 1971-1974
D.G. Bailey 1976-1981
J. McCartney 1982-1985
J.D. George 1986-

Managers

R.V. Brittain 1967-1973
R.F. Harrison 1973-

H.G. MacLean, the
Commissions' first
Chairman.



Commissioners

P W.S. Atkin 1966-1976
P C. Carscallen 1966-1970
P J.L. Kennedy 1966-1969
P J.R. Knox 1966-1977 (June)
P C.R. Young 1966-1977 (June)
S R.K. Donahue 1966-1970
L G. Branton 1966-1969
L J. Marshall 1966-1969
K R.K. Bellamy 1966-1967
K R. Metcalfe 1968-71/1977-80
L S. Campbell 1970
L J. Moran 1970-1971
C T.M. Kingston 1970-1973 (June)
S J.N. Matheson 1971-1974
S H.B. Turnbull 1971
L D. Beaton 1972 & P 1982-86
S M. Saddy 1972
L C. Armstrong 1972
K R. Butler 1972-1974
S A.S. Brandt 1973-1974
C S. Siskind 1973 (Aug.)-1975
L G. Holbrook 1973-1974
L T. Needham 1973-74 & P 1977-83
P D.G. Bailey 1975
S D. Boushy 1975-1976
S N. Shipley 1975-1977
L D. Williams 1975
L W. Boyd 1975-1976
K G. Jack 1975-1976
L R. Grovier 1976

C G. Newkirk 1976-1980
P J. McCartney 1977-1981 (July)
P M. Mummery 1977-1983 (July)
S J. Kowalyszyn 1977-1980
L K. James 1977
L E. Sharp 1977-1978
S M. Brown 1978-1981
L J. Dedecker 1978
L J. Johnston 1979
L D. Smith 1979
L R. Boyd 1980
L M. Stacey 1980-81 & P 1986
S P. O'Brien 1981-1982
L R. MacDonald 1981
K J. Park 1981
C L. O'Rourke 1981-1986
S B. Rade 1982-1985
L J. Dedecker 1982
L R. Whitnall 1982
K R. Graham 1982-1986
P F.J. McPherson 1983-1986 (Sept.)
P L. Johnston 1983-1986 (Sept.)
S D. Bain 1983-1985
L R. Douglas 1983-1985
L J. Minielly 1983-1984
L J.M. Graham 1985-1986
P S. Milway 1986 (oct.)
S M. Stark 1986
S A. Brogden 1986
L R. Helps 1986

P-Provincial, S-Sarnia, K-Kent, C-Chatham, L-Lambton

The Staff

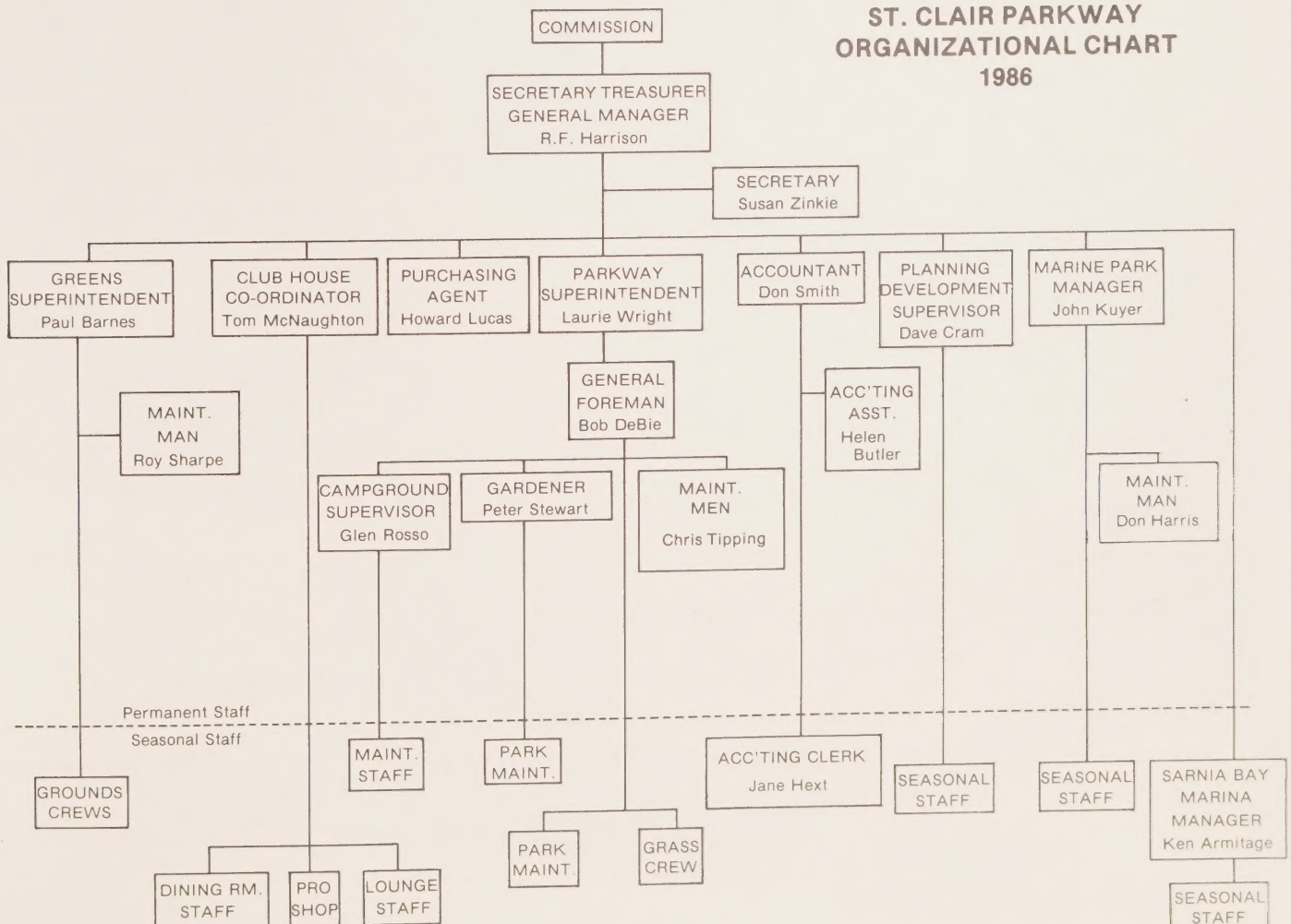
1966~1986



In 1968, the St. Clair Parkway Commission employed only two people; today, there are sixteen permanent staff members. Seven of these employees are based at the Parkway's head office outside of Corunna while others work at the golf course, marinas, campgrounds, and workshop. Seasonal staff are hired from April to October; 60% of these workers are students. Several positions are made available through the provincial government's Summer Experience program.

Left to Right: B. Diamond, D. Harris, D. Cram, G. Rosso, K. Armitage, B. Harrison, C. Crisp, D. Smith, S. Zinkie, P. Barnes, L. Wright, J. Kuyer, H. Lucas, R. Sharpe, H. Butler, C. Tipping, T. McNaughton.

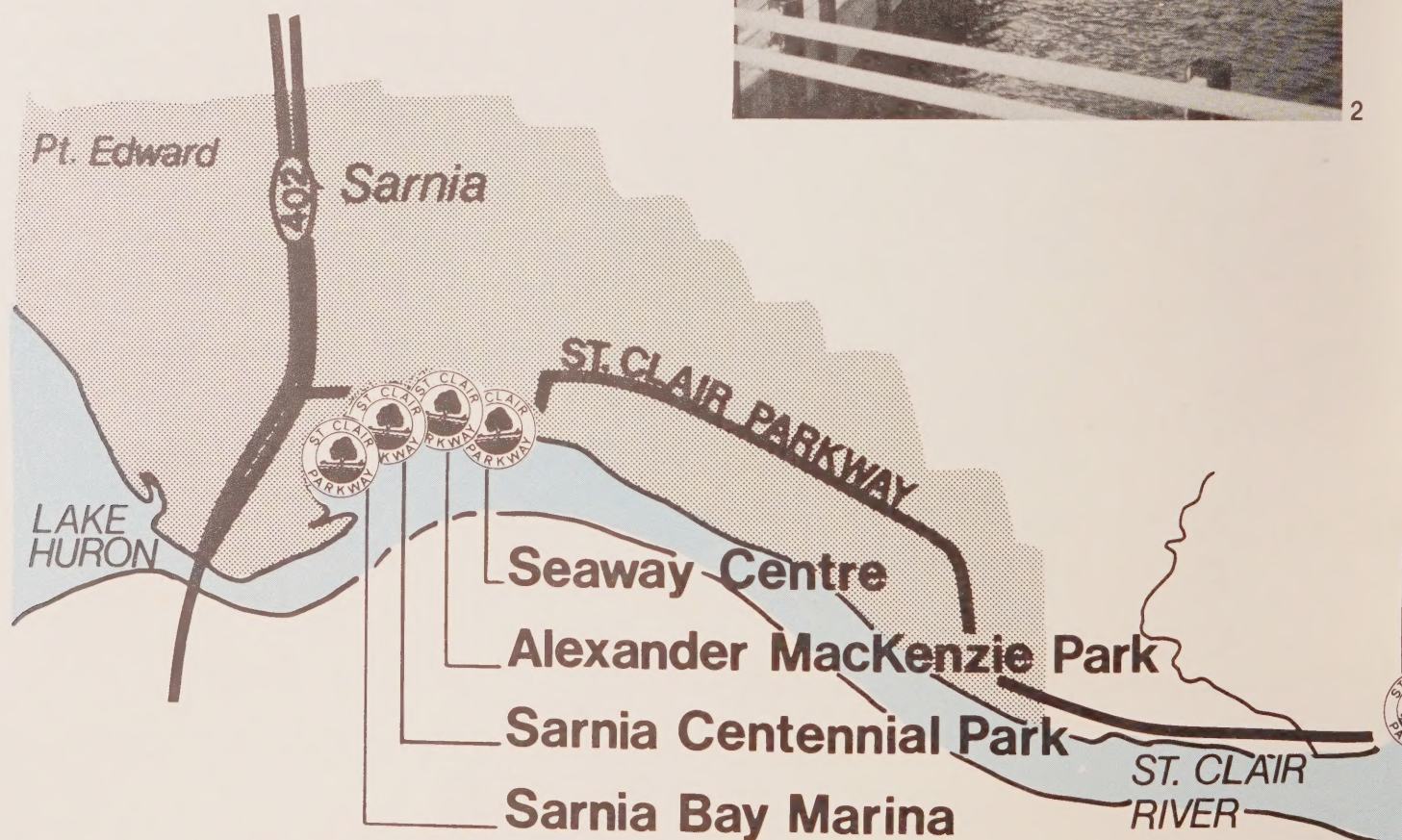
ST. CLAIR PARKWAY ORGANIZATIONAL CHART 1986



St. Clair Parkway Facilities

St. Clair Parkway Facilities & Dates Opened

Sarnia Bay Marina	1985
Sarnia Centennial Park	1968
Alexander MacKenzie Park	1981
Seaway Centre	1978
Guthrie Park	1968
Parkway Office	1975
Mooretown Centennial Park	1968
Parkway Golf Course	1971
Courtright Waterfront Park	1984
Willow Park	1968
Courtright Workshop	1968
Seager Park	1968
Cathcart Park	1968
Lambton-Cundick Park	1968
Sombra Park	1976
Reagan Park	1968
Marshy Creek Park	1981
Port Lambton Park	1968
Brander Park	1971
MacDonald Park	(Acquired Land) 1984
Dover Centennial Park	1969
Dover Beach Park	1969
Marine Park	1974



1966~1986



3



4



5



6

(Opposite page) Sarnia Bay is a popular place throughout the year. In the winter, (pic. 1), it is the site of ice fishing. During warmer weather, the marina is visited by boaters from all over. The gas docks, built in 1986 (pic. 2), add to the facilities available to boaters. (This page) Cathcart Park (pic. 3) is one of the Parkway's three campgrounds. Located between Sombra and Courtright, this former Provincial Park became part of the Parkway in 1968. The St. Clair Parkway Golf Course at Mooretown (pic. 4) is a championship 18-hole course. (Pic. 5) In 1975, the Commission purchased this house and converted it into its head office. Today, it houses eight offices and a meeting room. People Place (pic. 6) is enjoyed by the public, no matter what the season. Located in Centennial Park, this area is the perfect place to ice or roller skate, walk, or picnic.

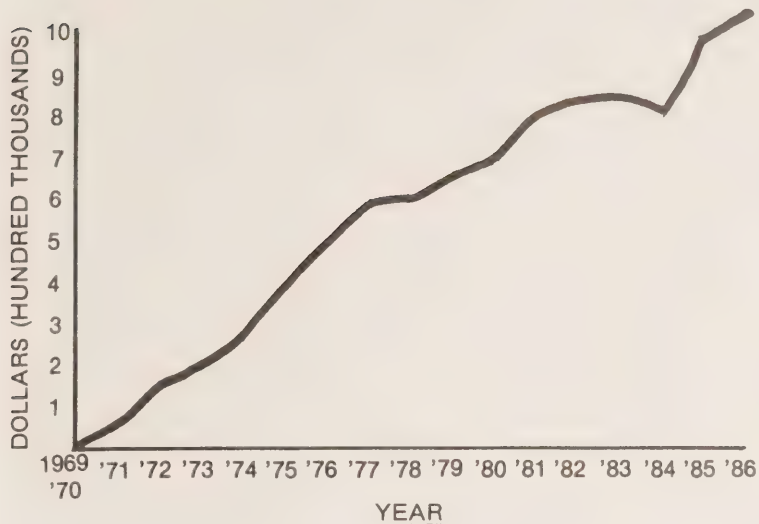




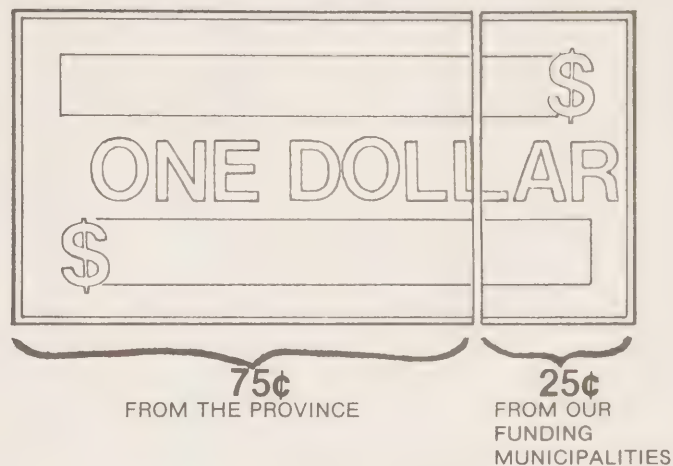
Marine Park (pic. 1) on the north-east shore of Lake St. Clair, provides both camping and boating facilities for the public. Most of the Parkway's parks are ideal for fishing; (pic. 2) both young and old enjoy this activity, as seen in this photo taken at Cathcart Park. Campers at Marine Park enjoy not only well-kept facilities but also a beautiful view (pic. 3). Many of the parks feature modern playground facilities as seen here at Dover Beach (pic. 4).



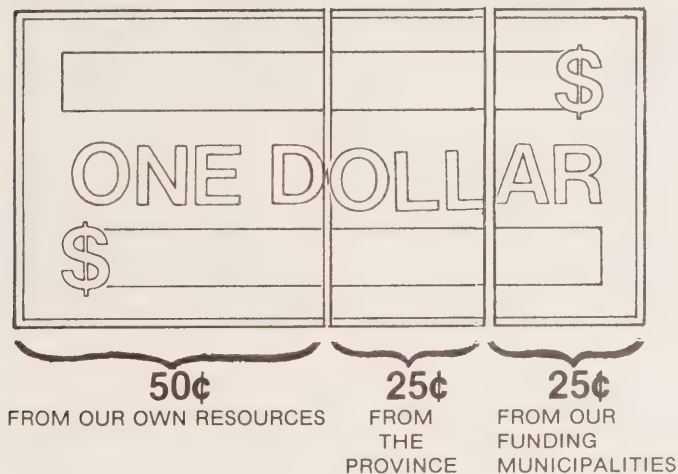
DOLLARS GENERATED BY REVENUE-PRODUCING
PARKWAY FACILITIES



For capital development of the Parkway



For operation of the Parkway



Mitchell's Bay



MITCHELL BAY

Dover Centennial Park

Dover Beach Park

Marine Park

LAKE ST. CLAIR

Walpole Island

Brander Park



MacDonald Park



THE ST. CLAIR PARKWAY COMMISSION

**Balance Sheet
as at December 31, 1986**

Assets	1986 \$	1985 \$
Current		
Cash	29,941	178,450
Accounts receivable	13,574	3,009
Grants receivable (note 2c)	-	38,819
Current portion of loans receivable	25,625	40,625
Inventories	49,843	37,041
Prepaid insurance	39,305	34,572
	<u>158,288</u>	<u>332,516</u>
Loans receivable		
Dover Township (note 4)	45,000	50,000
Financing of capital projects (note 2a)	<u>330,000</u>	<u>350,625</u>
	<u>533,288</u>	<u>733,141</u>
Liabilities		
Current		
Accounts payable	100,378	116,975
Current portion of capital advances payable (note 2a)	20,625	35,625
Deferred revenue (note 5)	24,534	10,112
Prepaid BILD grant (note 3)	-	169,804
Deferred grant revenue (note 2c)	<u>12,751</u>	<u>-</u>
	<u>158,288</u>	<u>322,516</u>
Capital advances payable (note 2a)	330,000	350,625
Deferred revenue - Dover Township (notes 4 and 5)	<u>45,000</u>	<u>50,000</u>
	<u>533,288</u>	<u>733,141</u>

See accompanying notes to financial statements.

Approved on behalf of the Commission:

Commissioner

General Manager

THE ST. CLAIR PARKWAY COMMISSION

**Statement of Operations
for the year ended December 31, 1986**

	1986 \$	1985 \$
Income		
Operating income		
Golf course (Schedule 1)	592,969	564,272
Marine Park (Schedule 2)	308,747	347,555
Sarnia Bay Marina (Schedule 3)	383,763	72,987
Campgrounds	64,165	60,989
Interest and other	39,989	37,473
	<u>1,389,633</u>	<u>1,083,276</u>
Grants		
Province of Ontario	529,037	503,028
City of Sarnia	148,178	141,561
County of Lambton	148,178	141,561
County of Kent	95,257	91,003
City of Chatham	31,752	30,334
	<u>952,402</u>	<u>907,487</u>
	<u>2,342,035</u>	<u>1,990,763</u>
Expenditure		
Administrative and operating		
Salaries, wages and employee benefits	634,467	603,878
Park maintenance	98,216	99,063
Utilities	44,064	47,802
Insurance	32,268	22,236
Machinery and equipment	28,244	25,070
Office supplies and equipment	17,147	17,915
Commissioners' fees and expenses	8,645	9,318
Other	25,303	20,989
	<u>888,354</u>	<u>846,271</u>
Golf course (Schedule 1)	501,015	460,444
Marine Park (Schedule 2)	311,042	330,588
Sarnia Bay Marina (Schedule 3)	314,372	118,545
Campgrounds and other	8,989	12,040
	<u>2,023,772</u>	<u>1,767,888</u>
Capital improvements	<u>318,263</u>	<u>222,875</u>
	<u>2,342,035</u>	<u>1,990,763</u>

See accompanying notes to financial statements.

SCHEDULE 1

SCHEDULE 2

THE ST. CLAIR PARKWAY COMMISSION

THE ST. CLAIR PARKWAY COMMISSION

**Statement of Golf Course Operations
for the year ended December 31, 1986**

**Statement of Marine Park Operations
for the year ended December 31, 1986**

	1986 \$	1985 \$
Golf Course and Pro Shop		
Revenue - green fees	293,298	293,653
- sale of pro shop merchandise	51,420	45,131
- golf cart rentals	70,528	66,851
	<u>415,246</u>	<u>405,635</u>
Expense - Salaries and wages	174,432	162,958
- maintenance	74,884	61,522
- administrative	38,714	35,024
- furniture and equipment	19,332	28,046
- cost of merchandise sold	28,769	27,970
- leasing of golf carts	30,993	22,534
	<u>367,124</u>	<u>338,054</u>
Net income	<u>48,122</u>	<u>67,581</u>
Dining Room		
Revenue - sales	<u>94,176</u>	<u>82,743</u>
Expense - salaries and wages	43,624	44,389
- cost of sales	41,467	35,579
	<u>85,091</u>	<u>79,968</u>
Net income	<u>9,085</u>	<u>2,775</u>
Lounge		
Revenue - sales	<u>83,547</u>	<u>75,894</u>
Expense - salaries and wages	17,457	15,452
- cost of sales	31,343	26,970
	<u>48,800</u>	<u>42,422</u>
Net income	<u>34,747</u>	<u>33,472</u>
Total net income	<u>91,954</u>	<u>103,828</u>
Total revenue	592,969	564,272
Total expenses	501,015	460,444
Total net income	<u>91,954</u>	<u>103,828</u>

	1986 \$	1985 \$
Marine operations		
Revenue - boat mooring, launching and rental	122,192	120,022
- gas and oil sales	95,640	106,028
- sale of merchandise	17,502	22,328
- loan repayment, Dover Township ((note 4))	5,000	5,000
- other	3,860	3,743
	<u>244,194</u>	<u>257,121</u>
Expense - salaries and wages	85,862	82,350
- administrative	42,741	40,601
- maintenance	17,330	20,299
- cost of gas and oil sold	87,674	101,364
- cost of merchandise sold	10,513	13,235
- machinery & equipment	9,533	9,602
	<u>253,653</u>	<u>267,451</u>
Net loss	<u>(9,459)</u>	<u>(10,330)</u>
Campground		
Revenue - camping fees	28,926	52,440
Expense - salaries and wages	<u>22,068</u>	<u>23,320</u>
Net income	<u>6,858</u>	<u>29,120</u>
Dining Room		
Revenue - sales	<u>35,627</u>	<u>37,994</u>
Expense - salaries and wages	20,726	22,793
- cost of sales	14,595	17,024
	<u>35,321</u>	<u>39,817</u>
Net income (loss)	<u>306</u>	<u>(1,823)</u>
Total net income (loss)	<u>(2,295)</u>	<u>16,967</u>
Total revenue	308,747	347,555
Total expenses	<u>311,042</u>	<u>330,588</u>
Total net income (loss)	<u>(2,295)</u>	<u>16,967</u>

SCHEDULE 3

THE ST. CLAIR PARKWAY COMMISSION

Statement of Sarnia Bay Marina Operations for the year ended December 31, 1986

	1986 \$ (note 3)	1985 \$
Sarnia Bay Marina Operations		
Revenue-boat mooring	154,649	23,945
- gas & oil sales	125,758	-
- confectionery	4,004	1,151
- other	4,465	1,192
	<u>288,876</u>	<u>26,288</u>
Expense - salaries and wages	68,537	49,474
- administration	43,514	22,156
- maintenance	9,161	3,077
- cost of gas sold	110,214	-
- cost of merchandise sold	2,948	793
- equipment	2,036	-
	<u>236,410</u>	<u>75,500</u>
Net Income (loss)	<u>52,466</u>	<u>(49,212)</u>
Dining Room		
Revenue - sales	<u>94,887</u>	<u>46,699</u>
Expense - salaries and wages	40,105	23,367
- cost of sales	37,857	19,678
	<u>77,962</u>	<u>43,045</u>
Net income	<u>16,925</u>	<u>3,654</u>
Total net income (loss)	<u>69,391</u>	<u>(45,558)</u>
Total revenue	383,763	72,987
Total expenses	<u>314,372</u>	<u>118,545</u>
Total net income (loss)	<u>69,391</u>	<u>(45,558)</u>

THE ST. CLAIR PARKWAY COMMISSION

Notes to Financial Statements December 31, 1986

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of accounting

The financial statements have been prepared in accordance with generally accepted accounting principles except for fixed assets and leases.

(b) Inventories

Inventories are valued at the lower of cost or net realizable value, with cost determined on a first in, first out basis.

(c) Fixed assets of the Commission consist of buildings, purchased and donated park lands, equipment and vehicles.

The Commission charges all additions to fixed assets as expenditures in the year of acquisition.

(d) Leases

All leases are treated as operating leases as the Commission does not capitalize fixed assets.

2. GRANTS

- (a) For capital expenditures, the Province of Ontario and the participating municipalities contribute 75 and 25 per cent of the funds needed, respectively. For land and major projects, the Province advances 100 per cent of funds, interest free, of which 25 per cent is repaid by the Commission from grants received from benefiting municipalities.

At December 31, 1986, the Commission owed the Province \$350,625 for advances received for the development of the St. Clair Parkway Marine Park repayable at \$20,625 per annum commencing in the year 1985 and in each subsequent year until, and including the year 2003.

- (b) For expenditures in excess of operating income the Province of Ontario and the participating municipalities contribute 50 per cent each.

- (c) The difference between grant revenue on an accrual basis and grants actually received is recorded as either grants receivable or deferred grant revenue.

3. SARNIA BAY MARINA DEVELOPMENT

In 1985, the marina facility at Sarnia Bay was substantially completed and commenced operations in June. The balance of the Board of Industrial Leadership and Development (BILD) grant committed by the Province was received in that year and the unspent balance as at December 31, 1985 of \$169,804 was spent in 1986 by the Commission on the construction of a fueling dock.

4. LOAN TO DOVER TOWNSHIP

In March 1976, the Commission received \$100,000 from the Province of Ontario which it loaned in March 1977, interest free, to Dover Township to assist the Township in constructing a water treatment plant. The loan is being repaid at \$5,000 per annum until, and including 1996, and the annual payment is reflected as revenue on Schedule 2.

5. DEFERRED REVENUE

Deferred revenue results from the prepayment of golf memberships, marina docking fees, campground site reservations and the current portion of the loan to Dover Township.

6. REMUNERATION OF APPOINTEES

The total remuneration of the members of the Commission was \$5,870 during the year.

7. COMPARATIVE FIGURES

Comparative figures have been reclassified where necessary to conform with the 1986 presentation.

To the St. Clair Parkway Commission and
to the Minister of Tourism and Recreation.

I have examined the balance sheet of The St. Clair Parkway Commission as at December 31, 1986 and the statement of operations for the year then ended. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion, these financial statements present fairly the financial position of the Commission as at December 31, 1986 and the results of its operations for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements applied on a basis consistent with that of the preceding year.

J.F. Otterman

Toronto, Ontario,
March 6, 1987.

J.F. Otterman, F.C.A.,
Assistant Provincial Auditor.

A JOINT PROGRAMME
OF PARKS DEVELOPMENT

by

The Province of Ontario

Lambton County

Kent County

The City of Sarnia

The City of Chatham

1966~1986

The St. Clair Parkway Commission
242 St. Clair Parkway
Corunna, Ontario N0N 1G0
(519) 862-2291



Ontario

Ministry of
Tourism and
Recreation

John Eakins
Minister
James W. Keenan
Deputy Minister

CA20N
SP
-A56

1987



ST. CLAIR PARKWAY COMMISSION

ANNUAL REPORT



St. Clair Parkway Commission

Aims and Objectives . . .

- | | |
|-----------|--|
| PRIMARY | To ensure an interconnecting system of parks using all of the environmental characteristics of the region. |
| SECONDARY | <ul style="list-style-type: none">-To create a scenic drive following the route corridor (highway No. 40) from Pt. Edward to Chatham.-To encourage tourism in the Parkway area.-To maintain close contact with private and public authorities controlling urban development. |

The Commission recognizes that the trends in recreation are constantly changing; therefore, development programmes are prepared according to need and demand, to ensure the most effective results.



CHAIRMAN'S MESSAGE

Although 1987 was not without its share of problems, we can review the year and take pleasure and some pride in our accomplishments.

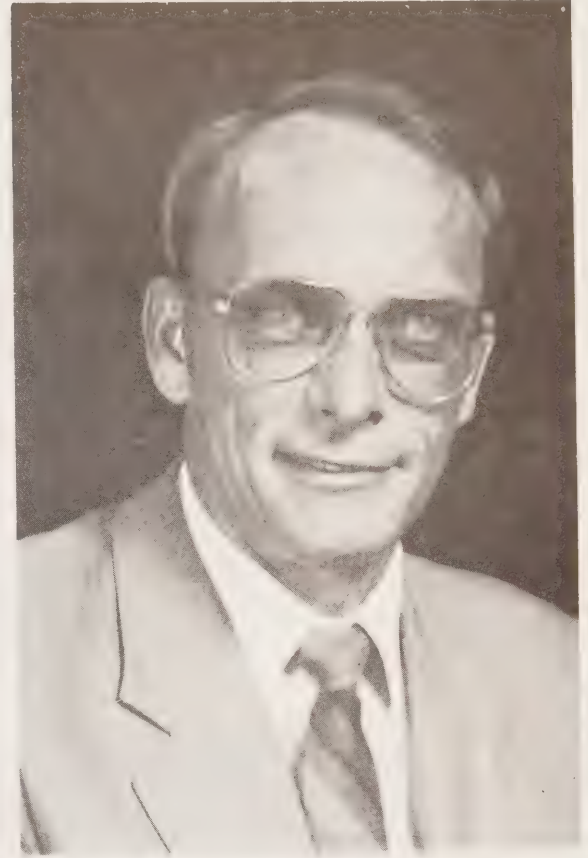
As we commenced the year we were greatly concerned with the problems being created by the extremely high water levels. We were fortunate that as the year progressed, levels abated and the damage to our waterfront facilities assumed normal proportions. A legacy of this period are many areas along the Parkway, which as a consequence of high water, need major work and will consume a disproportionate share of future funds.

On the bright side, our operation at Marine Park in Mitchell's Bay recovered from the disastrous effects of the preceding year. This was only accomplished as a result of a major commitment by the Commission to reconstruct areas within the Park to control and prevent future flooding. The park users have expressed their gratitude for our efforts under trying conditions.

The Sarnia Bay Marina completed its second full year of operation and justified the Commission's faith in this project. It has gained a favourable reputation throughout the Great Lakes system and become a major feature of the Sarnia waterfront.

The Parkway golf course enjoyed a record season during 1987. Many changes to our policies improved the environment and promoted greatly increased play and record operating results.

The past year also brought to an end my many years of association with the Parkway. During this period I have been blessed to have been associated with the dedicated persons, both commission and staff who have been responsible for making the Parkway the success that it has become. I would especially like to thank Bob Harrison for his unstinting commitment throughout the years. Without his efforts our achievements would have been less resounding, our problems far greater.



Danny G. Bailey

Danny G. Bailey
Chairman



THE COMMISSIONERS

1987 Commissioners

Chairman:
Danny G. Bailey
Port Lambton

Vice-Chairman:
Jack George
Corunna

Margaret Stacey
Corunna

Stella Milway
Sarnia

Don Beaton
Corunna

Al Brogden
Sarnia

Mike Stark
Sarnia

William DeMars
Port Lambton

Ross Helps
Petrolia

Lyle Clark
Highgate

Larry O'Rourke
Chatham

Secretary-Treasurer/
General Manager:
Robert F. Harrison
Sarnia

The St. Clair Parkway bid farewell to Chairman Danny Bailey, Don Beaton, and Ross Helps.

In 1975, Danny Bailey served his first year on the Commission as a Provincial representative. In 1976, he became Vice-Chairman until 1982 when he was appointed Chairman.

Don Beaton came to the Commission in 1972 as a representative of Lambton County. Ten years later, in 1982, Don became a Provincial representative with a total of fifteen years of service.

Ross Helps, a representative of Lambton County served the Commission in 1986 and 1987.

At the annual Christmas Dinner, Mr. Bailey was presented with a plaque, a pin and the "Recognizes and Commends Award." Mr. Beaton and Mr. Helps were each presented with a plaque. The contributions these men have made to the Commission are greatly appreciated.



Standing: R.F. Harrison, A. Brogden, M. Stark. Left to Right: R. Helps, D. Beaton, L. Clark, D. Bailey, J. George, L. O'Rourke, S. Milway, M. Stacy, W. DeMars.

PEOPLE AND PLACES ON THE PARKWAY



Left: After suffering the effects of high water in 1986, Marine Park underwent extensive revisions to prevent future flooding. These revisions included diking, construction of raised boardwalks and new pumping systems.

Right: The St. Clair Parkway Commission, in cooperation with the Chippewas of Sarnia maintains the riverfront property on the reserve alongside the St. Clair River. Here, a young Chippewa sports traditional attire worn at the annual pow-wow.





PEOPLE AND PLACES ON THE PARKWAY



Sarnia Bay Marina

The Sarnia Bay Marina enjoyed a prosperous season as local and Michigan boaters alike occupied the 250 berths overlooking Sarnia's Downtown waterfront. With one of the best locations on the Great Lakes, continued success is assured.

PEOPLE AND PLACES ON THE PARKWAY



Left: Public interest in the golf course was high in 1987 as tee-off reservations were heavy for the entire summer. This increase in activity is a welcome statistic that satisfies the Commission's objective of encouraging Tourism into the area.

Right: MacDonald Park is currently under development. The north entrance to the park was constructed and the first portion of development should be completed by the Spring of 1989. Completion of MacDonald Park is expected within the next five years.





THE ST. CLAIR PARKWAY COMMISSION

Financial Statements for the year ended December 31, 1987

To The St. Clair Parkway Commission and
to the Minister of Tourism and Recreation.

I have examined the balance sheet of The St. Clair Parkway Commission as at December 31, 1987 and the statement of operations for the year then ended. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion, these financial statements present fairly the financial position of the Commission as at December 31, 1987 and the results of its operations for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements applied on a basis consistent with that of the preceding year.

Toronto, Ontario
April 22, 1988.


J.F. Otterman, F.C.A.

Assistant Provincial Auditor.

THE ST. CLAIR PARKWAY COMMISSION

Balance Sheet as at December 31, 1987

Assets	1987 \$	1986 \$
Current		
Cash	4,437	29,941
Accounts receivable	4,154	13,574
Current portion of:		
Capital grants receivable (note 2a)	20,625	20,625
Loan receivable (note 3)	5,000	5,000
Inventories	55,093	49,843
Prepaid insurance	49,556	39,305
	<u>138,865</u>	<u>158,288</u>
Capital grants receivable (note 2a)	309,375	330,000
Loan receivable (note 3)	<u>40,000</u>	<u>45,000</u>
	<u>488,240</u>	<u>533,288</u>

Liabilities

Current		
Accounts payable	64,917	100,378
Current portion of capital advances payable (note 2a)	20,625	20,625
Deferred revenue (note 4)	10,532	19,534
Deferred grant revenue (note 2c)	42,791	17,751
	<u>138,865</u>	<u>158,288</u>

Capital advances payable (note 2a)	309,375	330,000
Deferred grant (note 3)	<u>40,000</u>	<u>45,000</u>
	<u>488,240</u>	<u>533,288</u>

See accompanying schedules and notes to financial statements.

Approved on behalf of the Commission:


Chairman


General Manager

THE ST. CLAIR PARKWAY COMMISSION

Statement of Operations for the year ended December 31, 1987

	1987 \$	1986 \$
Revenue		
Operating revenues		
Golf course (Schedule 1)	713,592	592,969
Sarnia Bay Marina (Schedule 2)	518,924	383,763
Marine Park (Schedule 3)	370,805	303,747
Campgrounds	69,374	64,165
Interest and other	33,695	39,989
	<u>1,706,390</u>	<u>1,384,633</u>
Grants		
Province of Ontario	623,372	534,037
City of Sarnia	163,297	148,178
County of Lambton	163,297	148,178
County of Kent	104,974	95,257
City of Chatham	34,992	31,752
	<u>1,089,932</u>	<u>957,402</u>
	<u>2,796,322</u>	<u>2,342,035</u>
Expenditure		
Administrative and operating		
Salaries, wages and employee benefits	717,963	634,467
Park maintenance	123,904	98,216
Utilities	42,683	44,064
Machinery and equipment	42,602	28,244
Insurance	36,877	32,268
Office supplies and equipment	20,421	17,147
Commissioners' fees and expenses	9,197	8,645
Other	21,890	25,303
	<u>1,015,537</u>	<u>888,354</u>
Golf course (Schedule 1)	604,679	501,015
Sarnia Bay Marina (Schedule 2)	404,962	314,372
Marine Park (Schedule 3)	358,562	311,042
Campgrounds	10,348	8,989
	<u>2,394,088</u>	<u>2,023,772</u>
Capital improvements	<u>402,234</u>	<u>318,263</u>
	<u>2,796,322</u>	<u>2,342,035</u>

See accompanying schedules and notes to financial statements.



SCHEDULE 1

THE ST. CLAIR PARKWAY COMMISSION

Schedule of Golf Course Operations for the year ended December 31, 1987

	1987 \$	1986 \$
Golf Course and Pro Shop		
Revenue - green fees	345,281	293,298
- golf cart rentals	100,922	70,528
- sale of pro shop merchandise	55,902	51,420
	<u>502,105</u>	<u>415,246</u>
Expense - salaries and wages	199,176	174,432
- maintenance	78,139	74,884
- administration	51,208	38,714
- furniture and equipment	49,099	19,332
- leasing of golf carts	41,862	30,993
- cost of merchandise sold	31,981	28,769
	<u>451,465</u>	<u>367,124</u>
Net income	<u>50,640</u>	<u>48,122</u>

Dining Room

Revenue - sales	115,956	94,176
Expense - salaries and wages	48,196	43,624
- cost of sales	47,478	41,467
	<u>95,674</u>	<u>85,091</u>
Net income	<u>20,282</u>	<u>9,085</u>

Lounge

Revenue - sales	95,531	83,547
Expense - cost of sales	35,602	31,343
- salaries and wages	21,938	17,457
	<u>57,540</u>	<u>48,800</u>
Net income	<u>37,991</u>	<u>34,747</u>

	<u>108,913</u>	<u>91,954</u>
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Total revenue	713,592	592,969
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Total expenses	604,679	501,015
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Total net income	<u>108,913</u>	<u>91,954</u>
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SCHEDULE 2

THE ST. CLAIR PARKWAY COMMISSION

Schedule of Sarnia Bay Marina Operations for the year ended December 31, 1987

	1987 \$	1986 \$
Sarnia Bay Marina Operations		
Revenue - Boat mooring	225,074	154,649
- gas and oil sales	162,538	125,758
- confectionery	5,892	4,004
- other	7,821	4,465
	<u>401,325</u>	<u>288,876</u>
Expense - cost of gas sold	142,611	110,214
- salaries and wages	83,994	68,537
- administration	58,597	43,514
- maintenance	15,673	9,161

- cost of merchandise sold	7,176	2,948
- equipment	6,379	2,036
	<u>314,430</u>	<u>236,410</u>

Net income (loss)	<u>86,895</u>	<u>52,466</u>
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Dining Room

Revenue - sales	117,599	94,887
Expense - salaries and wages	48,150	40,105
- cost of sales	42,382	37,857
	<u>90,532</u>	<u>77,962</u>

Net income	<u>27,067</u>	<u>16,925</u>
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	<u>113,962</u>	<u>69,391</u>
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Total revenue	518,924	383,763
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Total expenses	404,962	314,372
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Total net income	<u>113,962</u>	<u>69,391</u>
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SCHEDULE 3

THE ST. CLAIR PARKWAY COMMISSION

Schedule of Marine Park Operations for the year ended December 31, 1987

	1987 \$	1986 \$
Marine operations		
Revenue - boat mooring, launching and rental	136,763	122,192
- gas and oil sales	121,771	95,640
- sale of merchandise	22,789	17,502
- other	5,038	3,860
	<u>286,361</u>	<u>239,194</u>
Expense - cost of gas and oil sold	110,104	87,674
- salaries and wages	87,285	85,862
- administration	41,094	42,741
- maintenance	24,503	17,330
- cost of merchandise sold	14,847	10,513
- machinery & equipment	1,600	9,533
	<u>279,433</u>	<u>253,653</u>
Net income (loss)	<u>6,928</u>	<u>(14,459)</u>

Campground

Revenue - camping fees	44,528	28,926
Expense - salaries and wages	38,149	22,068
Net income	<u>6,379</u>	<u>6,858</u>

Dining Room

Revenue - sales	39,916	35,627
Expense - salaries and wages	24,273	20,726
- cost of sales	16,707	14,595
	<u>40,980</u>	<u>35,321</u>
Net income (loss)	<u>(1,064)</u>	<u>306</u>
	<u>12,243</u>	<u>(7,295)</u>

Total revenue	370,805	303,747
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Total expenses	358,562	311,042
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Total net income (loss)	<u>12,243</u>	<u>(7,295)</u>
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THE ST. CLAIR PARKWAY COMMISSION

Notes to Financial Statements December 31, 1987

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of accounting

The financial statements have been prepared in accordance with generally accepted accounting principles except for fixed assets and leases, which are accounted for as set out below.

(b) Inventories

Inventories are valued at the lower of cost or net realizable value, with cost determined on a first in, first out basis.

(c) Fixed assets

Fixed assets of the Commission consist of buildings, purchased and donated park lands, equipment and vehicles. The Commission charges all additions to fixed assets as expenditures in the year of acquisition.

(d) Leases

All lease payments are expensed as incurred because the Commission does not capitalize fixed assets.

2. GRANTS

- (a) For capital expenditures, the Province of Ontario and the participating municipalities contribute 75 and 25 per cent of the funds needed, respectively. For land and major projects, the Province advances 100 per cent of funds, interest free, of which 25 per cent is repaid by the Commission from grants received from benefiting municipalities.

At December 31, 1987, the Commission owed the Province and the municipalities owed the Commission \$330,000 for advances received for the development of the St. Clair Parkway Marine Park. Both are repayable at \$ 20,625 per annum until and including the year 2003.

- (b) For expenditures in excess of operating income the Province of Ontario and the participating municipalities contribute 50 per cent each.

- (c) The difference between grant revenue on an accrual basis and grants actually received is recorded as either grants receivable or deferred grant revenue.

3. LOAN AND DEFERRED GRANT - DOVER TOWNSHIP

In March 1976, the Commission received a grant of \$100,000 from the Province of Ontario which it loaned in March 1977, interest free, to Dover Township to assist the Township in constructing a water treatment plant. The loan is being repaid by the Township at \$5,000 per annum until and including 1996. Because the original grant was not recognized as grant revenue, the annual payment is included in grants from the Province. The remaining balance is reflected as a deferred grant and a loan receivable.

4. DEFERRED REVENUE

Deferred revenue results from the prepayment of golf memberships, marina docking fees and campground site reservations.

5. REMUNERATION OF APPOINTEES

The total remuneration of the members of the Commission was \$ 5,170 during the year.

6. COMPARATIVE FIGURES

Comparative figures have been reclassified where necessary to conform with the 1987 presentation.

**A JOINT PROGRAMME
OF PARKS DEVELOPMENT**

by

The Province of Ontario

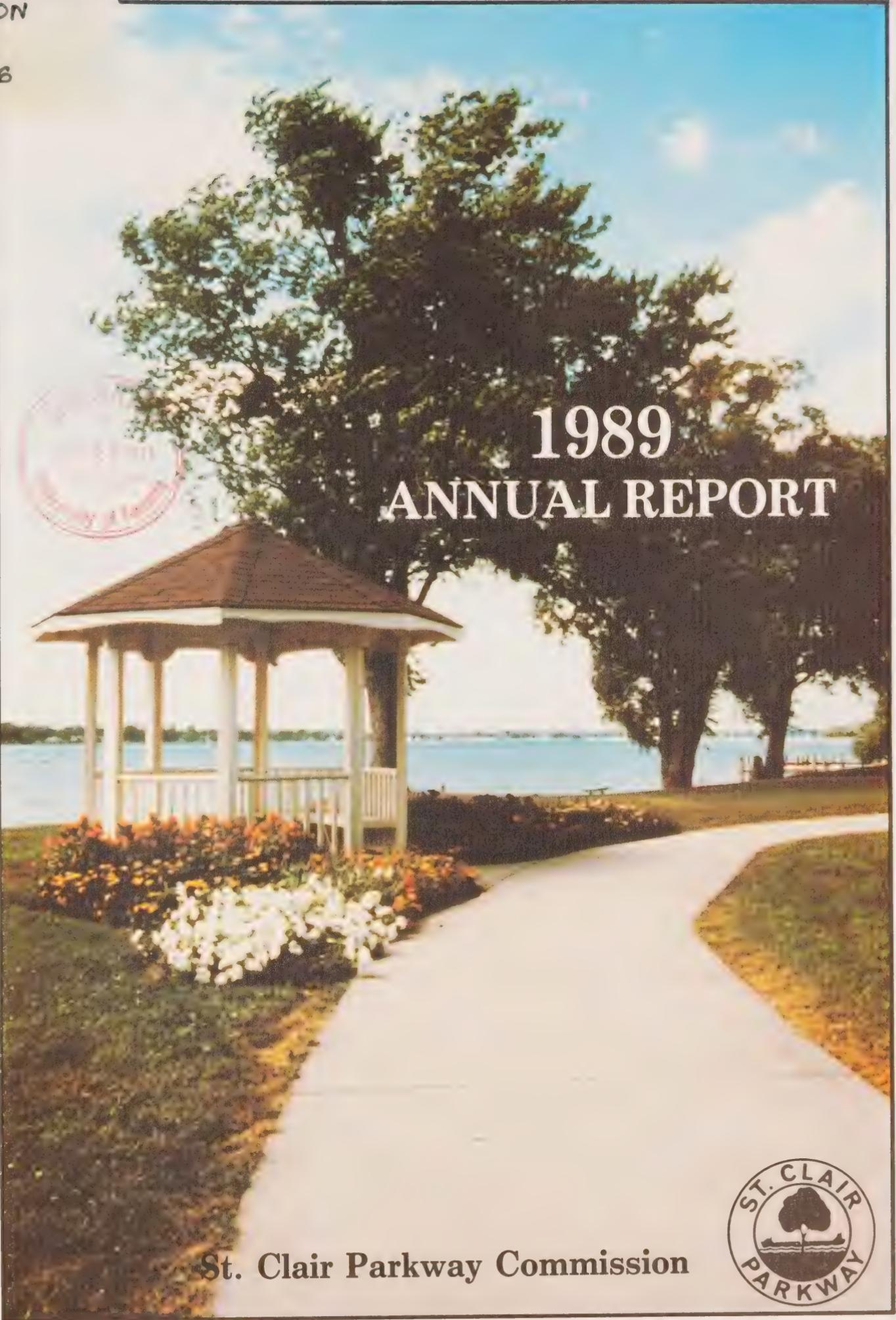
Lambton County

Kent County

The City of Sarnia

The City of Chatham

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1989
ANNUAL REPORT

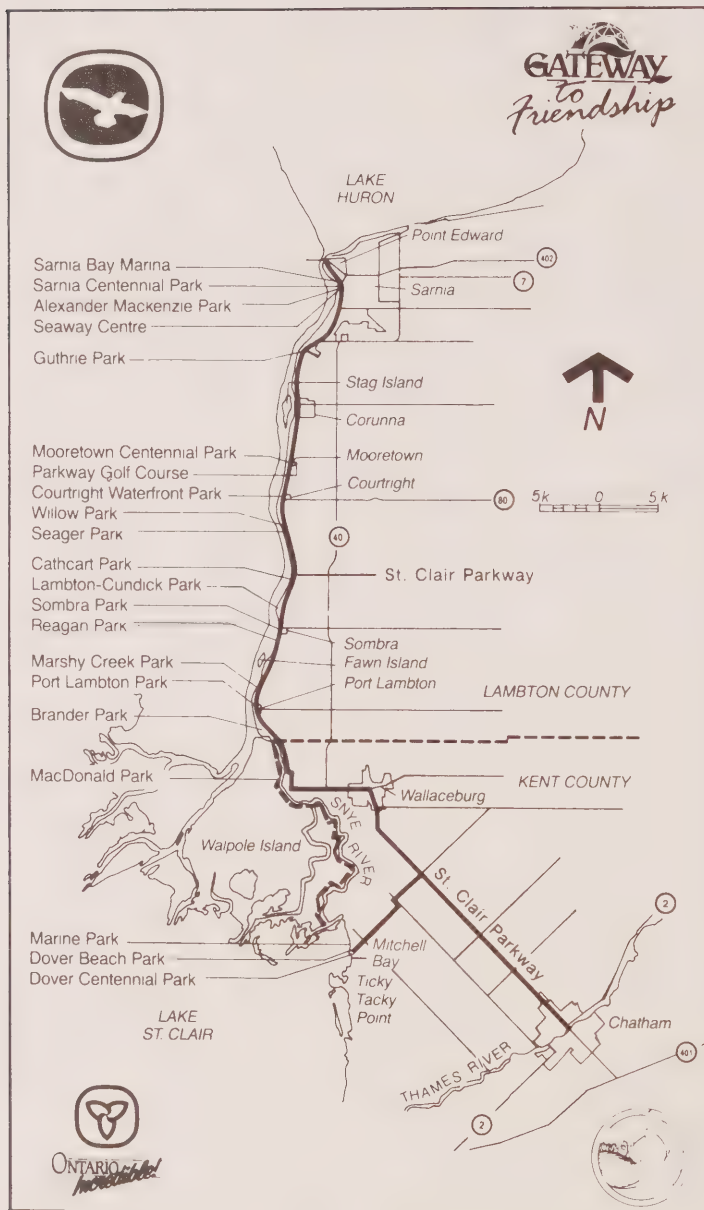
St. Clair Parkway Commission



A Joint Programme of Parks Development

by

THE PROVINCE OF ONTARIO
Lambton County, Kent County
City of Sarnia & City of Chatham



ST. CLAIR PARKWAY COMMISSION

Aims and Objectives

- PRIMARY** - to ensure an interconnecting system of parks using all the environmental characteristics of the region
- SECONDARY** - to create a scenic drive following the route corridor (Highway 40) from Pt. Edward to Chatham
- To encourage tourism in the Parkway area
 - to maintain close contact with private and public authorities controlling urban development

RECREATION TRENDS

The Commission recognizes that the trends in recreation are constantly changing; therefore, development programmes are prepared according to need and demand to ensure the most effective results.

21 Parks and Growing

Chairman's Report

I take great pleasure in presenting our 1989 Annual Report. This report highlights the Commission's major roles and activities during the fiscal year ended December 31, 1989.

There were numerous capital projects in 1989 and are highlighted on page 3. Our Commission and staff were able to adjust and accommodate unexpected developments and stay within the budgeted capital dollars for 1989. We are 21 parks strong and each year our position and commitment to being leaders in leisure strengthens through our planning and capital development.

When our guests visit any of our facilities they receive incredibly good service. All new employees participated in the Ministry of Tourism and Recreation "We'll Make You Feel Incredible" workshops and received the finest hospitality training available today. At the Commission, our Guest is at the top of the organization chart; we work for them.

The guests of the Parkway experienced a beautiful well manicured jewel of parks along the St. Clair River and Lake St. Clair. Our staff is to be complimented on their fine work especially in occasions of extremely dry weather.

A more active community role this year was reflected in our staff leading two "Enjoy Your Boat" introductory boating workshops, tours of the Sarnia Centennial Floral Gardens and more. School groups and community groups also requested Parkway presentations on tourism, erosion, the environment and what the Parkway means to our area.

In closing, I would like to say how delighted the Commission was to receive extra funding from the Small Craft Harbour Branch of the Federal Government for the supply of 44 new docks at Sarnia Bay Marina. Although the docks were initially put into use without water or electricity services, they were full almost every weekend with transient boaters. This is an example of the urgency for expanded facilities at Sarnia Bay Marina, our Mooretown Golf Course and Marine Park in Mitchell Bay, and the finalization of a Chatham project. Our facilities are at capacity and expansion is needed to meet existing regional demand.

I would like to thank the Commissioners for their support throughout the year, and our dedicated Parkway employees for their day to day dedication and hard work.



A stylized, handwritten signature in dark ink, appearing to read "John D. George".

JOHN D. GEORGE



1989 Commission

Left to Right

R.F. Harrison
Sec./Treasurer
Gen. Manager

M. Stacey
Vice-Chairman
Provincial Appointee

J. Marsh
Lambton Appointee

R. Langstaff
Lambton Appointee



Y. Shimizu
Provincial Appointee

H. VanDamme
Kent Appointee

J. George
Chairman
Provincial Appointee

Right to Left

J. Johnston
Provincial Appointee

P. O'Brien
Sarnia Appointee

L. O'Rourke
Chatham Appointee

Absent:

S. Milway
Provincial Appointee

A. Brogden
Sarnia Appointee



J. Kuyer Retires

John Kuyer, retired March 31, 1989 after working for the Commission for 21 years.

John was hired as the 1st Parkway Superintendent. In those early years from 1968 to 1973, there was much park clearing and grooming in the original parks and campgrounds received from the Department of Highways and local municipalities. John became Manager of Marine Park at Mitchell Bay in 1974 when it opened. John's leadership and public relations helped the Parkway grow in stature in the Dover-Chatham-Kent region.

Many years of happy retirement go out to John and wife Ida.

Growth and Development 1989 Capital Improvements



Marine Park, F-dock



Cart Pad, Golf Course

SARNIA BAY MARINA	
Dock Installation	\$29,767.00
Irrigation & Patio Sidewalks	13,845.00
SARNIA CENTENNIAL PARK	
Boat Ramp & Parking Lot Expansion	72,778.00
Boat Ramp Dredging	16,565.00
ADMINISTRATION	
Office Air Conditioner	2,048.00
MOORETOWN GOLF COURSE	
Cart Path Paving	14,579.00
Tournament Room Development	7,873.00
Asphalt Cart Storage Pad	5,778.00
Tree Planting & Bridge Reconstruction	3,944.00
COURTRIGHT WATERFRONT PARK	
Park Land Purchase	77,380.00
Landscape & Clean-up	10,135.00
COURTRIGHT WORKSHOP	
Renovations & Furnace Replacement	10,494.00
Willow Park Boat Ramp Dredging	400.00
SEAGER PARK	
Seawall & Boardwalk	10,358.00
CATHCART PARK	
Seawall & Channel Dredging	49,353.00
Picnic Shelter Repair	1,042.00

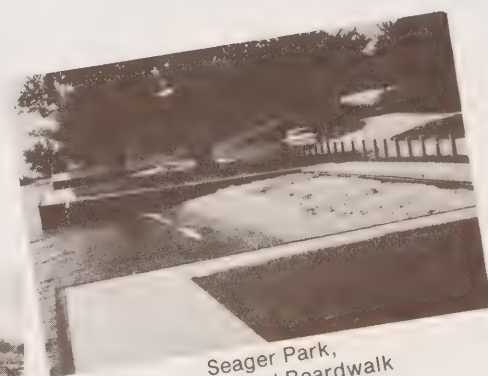
LAMBTON CUNDICK PARK	
Land Acquisition	905.00
Campground Drainage Improvements	28,882.00
SOMBRA PARK	
Site Furniture & Sign	493.00
PORT LAMBTON	
Park Development	2,335.00
BRANDER PARK	
Washroom Tile Floor	7,042.00
Demolish House	1,923.00
MARINE PARK	
Peninsula Seawall Berthing	20,743.00
F-Dock Berthing Development	29,761.00
Campsite Expansion	3,073.00
PARKWAY	
Tree Planting, Picnic Table, Signing	9,912.00
DOVER BEACH PARK	
Beach Improvements	6,240.00
CHATHAM	
Development Study	7,369.00
OTHER	17,312.00
TOTAL	<u>\$462,329.00</u>



Expanded Parking Lot
Sarnia Centennial Boat Ramp



Lambton-Cundick
Site Improvements



Seager Park,
Seawall and Boardwalk

Highlights



CONSTRUCTING IN 1989

Our staff was busy installing many new signs in 1989. The new design is a diagonal grey board sign with raised white lettering. It is mounted on weather resistant posts and bolted to concrete footings. Large and small park signs will continue to be updated into 1990.

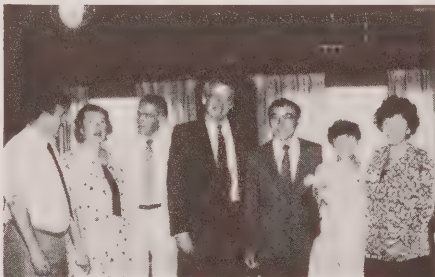
A popular fishing spot is MacDonald Park. During 1989 the Parkway staff planted several trees, developed a parking lot on the north end of the park and added barrier posts to restrict vehicle access to the roadway and parking lot. This park is an excellent example of planned park development. Each year something new is accomplished at the park according to its' master plan. Several secondary school classes have visited MacDonald Park and learned of park planning from St. Clair Parkway Commission staff.

An expansion of the Sarnia Centennial Park Boat Launch Ramp parking lot was completed in 1989. Parking lot curbs were added and asphalt paving and paint lining was done. The new berm blocking the view of the lot from the adjacent hotel was grass seeded and other landscaping work performed. The Commission can now accommodate 90 boat trailers and vehicles in its parking lot, about 3 times more than before.

This expansion was necessary because this ramp is the busiest in all of Lambton County. It is the only public ramp between Sarnia and Corunna. From the ramp you can access the St. Clair River or Lake Huron quickly. Also the declining water levels have made other boat launch ramps less attractive for use. However, the low water has made it necessary for the Commission to dredge the approach to the ramp in Sarnia Bay and mark the safe channel across Sarnia Bay to the river with buoys. Fishermen and recreational boaters continue to have safe access

to the water because of the commitment of the Commission to this valuable service.

Day use parks of Seager and Willows have had an excellent addition in recent years of new seawall and boardwalk. Constant erosion behind the seawall in the past has restricted access to the water's edge. With the boardwalk from the top of the seawall and back to land, access is improved for many years. The Commission is constantly looking for new ways to get the public close to the most beautiful resource in our area, the blue water of the St. Clair River.



GOLF COURSE

At the St. Clair Parkway Golf Course in Mooretown there was an increase in the number of rounds of golf played in 1989. The golf course had 200 season ticket green fee holders, the maximum permitted under the 1971 opening charter, in 1989. An increased demand for golfing time is evident in Lambton County as in most areas of the province.

Approximately 40% of the golfers use a gas powered cart. New cart paths were added around several tees and greens to improve safety and reduce damage to the course. In the Fall a new asphalt cart storage pad was landscaped and added near the 1st tee area.

A popular addition to the Clubhouse was the Tournament Room. Larger groups and tournaments can now enjoy a separate room for dining and lounging after their game away from the regular dining room patrons. The tournament room has choice main floor outdoor access with BBQ and a good view of the finishing hole.

Special visits were made in 1989 to our Clubhouse (picture above) by the Minister of Tourism and Recreation, Hon. Hugh O'Neil, June 9, 1989. A delegation from the Spanish Consu-

late in Toronto was entertained by Moore Township Council. The tawny day lily, flower of the Parkway, was given to the Consulate for planting in Spain. Our course is also an enjoyable place for the Staff Golf Day in September and our Funding Municipality Golf Day in June.

MITCHELL BAY

In early Spring, 1989 work took place on seawall development along the tip of the peninsula at Marine Park. The old gabion baskets were replaced and new berths added. Additional work on berths took place on F-dock. The ramps and dock risers were replaced to be more in line with the current lower water level. New boardwalk was installed along the grassy area of F-dock. Most of the wood used was interestingly taken from the dismantled cribs that had been built on the docks to keep the water back when the water level was so high, only 3 years before.

In the Fall the campgrounds completed an expansion of 5 campsites to a new total of 86 sites. Expansion was also discussed for the marina basin. Several concepts were developed and proposed to the current Marine Park guests and the general public. When the approval to sell the former manager's house, which was owned by the Commission, was received from the Ministry of Tourism, Phase 1 of the final plan was developed for 1990 implementation. There will be a new marina basin started that will eventually double the capacity of Marine Park, making room for some transient berths and many other new marina necessities.



Marine Park

and Review

TOURING OUR GARDENS

Daily hundreds of people tour our beautiful gardens from Sarnia Centennial to the Seaway Centre in Sarnia and in Brander Park at Port Lambton. In 1989, our gardener, Lance Allin, participated in "Walk-throughs" of the gardens in Sarnia Centennial with several groups. Many of our flowers are unusual and not familiar to the general public. The public found this to be a great opportunity to ask questions on the characteristics of a species of flower and learn from our Parkway experts like Lance Allin.

Each year we grow approximately 100,000 annual plants in our greenhouses at Sarnia Centennial Park. In the Fall of 1989, an operational sensor alarm was installed to monitor greenhouse temperatures. Should the temperatures fall below a pre-set level, the alarm is programmed to telephone a series of managers' homes to alert them of this emergency. The Managers are also able to telephone the greenhouse and receive a system status report during the off hours.

Beauty and colour in the Brander Park gardens is achieved with a select group of annual and perennial flowers and permanent small trees and shrubs. The focal point of the gardens is the Japanese waiting-house extended from shore over the waters of a spring fed pond. The Brander garden has been captured by many photographers and is an exceptional location for wedding and special occasion pictures.



SARNIA BAY

Through the assistance of the Small Craft Harbours Branch of the Federal Department of Oceans and Fisheries, 44 new docks were added at Sarnia Bay Marina in June. The docks were manufactured in Chatham, Ontario and are anchored using a chain with 2000 lb. cement weight. The docks are a floating steel tube construction and are compatible

with our present docks. It was necessary to adjust our capital budget planning to procure funds to install the new docks. However, the docks were much needed and even without electricity and water services in 1989, the new docks provided welcome berthing for boaters who would not have secured berthing elsewhere during our busy summer weekends.



The covered activity centre is a popular place for boaters to get together and enjoy a barbecue or picnic as a group. When not used by boaters, the public can reserve the center for a special event. One of the more popular meal events in 1989 was the Friday night "Burgers by the Bay!" Providing this quick light meal for our arriving week-end boaters was also popular with the local public.

CAMPGROUNDS

Our campgrounds are enjoyed by a mixture of seasonal and transient campers. In total there were 196 campsites in 1989 - 94 seasonal and 102 transient. Each park is unique and has its own very special appeal.

Cathcart Park is situated on the banks of the St. Clair River and as well as camping is an ideal spot for fishing, picnicing and seaway observation. The mainland and island design of the park setting creates a memorable stay for our guest.

At Lambton-Cundick the campground is set back from the road, and is slightly elevated, with an excellent view of the St. Clair River. A large open field area is excellent for sports and family gatherings. Most sites now have gravel beds and improved electricity and water service.

Camping at Marine Park is on the shore of Lake St. Clair at Mitchell Bay. Many of the transient sites are next to the bay or the campground lagoons. Marine Park is one of the best land and marine recreation complexes in Southern Ontario.



PARKWAY IN THE COMMUNITY

A new introductory boating course "Enjoy Your Boat" was presented for the community by the Commission. With more and more people discovering the joy of recreation boating the Commission believed there was a need to ensure safe, courteous rules are learned. The course was developed by the Ontario Marina Operators Association and offers important information on boating safety, courtesy and basic boating skills. Our graduates have encouraged the Commission to run the course in subsequent years.

In late May at the Maclean Centre in Sarnia Centennial Park, National Tourism Awareness Week was kicked-off. Representatives from Lambton and Sarnia area professed how we all benefit from tourism. the Parkway is a major attraction in our counties and we know that many businesses benefit because of what the Parkway has to offer! Tourism responsibility is shared by all businesses and citizens.

In the summer of 1989 the Parkway employed a university student to research and study waste management at the Parkway and the Parkway area. As a result of the study a fine paper recycling programme was begun in the offices of the Commission. Pop cans and cooking grease recycling programmes were begun. In our Parks we must give our guests an opportunity to recycle and re-use where we can, similar to what they can do at home. To this end we are making recycling containers available and encouraging recycling of newspapers at our campground offices. In areas of operation we are able to further complement environmental concerns by composting much material and minimizing the material we send to local landfills.

Each fall in Sarnia Centennial Park the public is invited to collect seeds from our flower garden prior to their removal for the winter. Our staff is assisted by the Parks Management students from Lambton College in collecting the seeds and answering questions concerning the flower and planting requirements for next year in their flower beds at home.



THE ST. CLAIR PARKWAY COMMISSION

Financial Statements for the year ended December 31, 1989

To The St. Clair Parkway Commission and
to the Minister of Tourism and Recreation.

I have examined the balance sheet of The St. Clair Parkway Commission as at December 31, 1989 and the statement of operations for the year then ended. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion, these financial statements present fairly the financial position of the Commission as at December 31, 1989 and the results of its operations for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements applied on a basis consistent with that of the preceding year.

Toronto, Ontario,
March 6, 1990.

J.F. Otterman

J.F. Otterman, F.C.A.
Assistant Provincial Auditor.

THE ST. CLAIR PARKWAY COMMISSION

Balance Sheet as at 31 December 1989

Assets	1989	1988
CURRENT		
Accounts receivable	\$ 19,575	\$ 23,884
Grants receivable (note 2c)	79,966	4,086
Current portion of:		
Capital grants receivable (note 2a)	20,625	20,625
Loan receivable (note 3)	5,000	5,000
Inventories	64,113	54,559
Prepaid expenses	26,248	27,483
	215,527	135,637
CAPITAL GRANTS RECEIVABLE (note 2a)	268,125	288,750
LOAN RECEIVABLE (note 3)	30,000	35,000
	<u>\$ 513,652</u>	<u>\$ 459,387</u>
Liabilities		
CURRENT		
Bank overdraft	\$ 124,261	\$ 23,931
Accounts payable	44,810	79,726
Current portion of capital advances		
payable (note 2a)	20,625	20,625
Deferred revenue (note 4)	25,831	11,355
	215,527	135,637
CAPITAL ADVANCES PAYABLE (note 2a)	268,125	288,750

DEFERRED GRANT (note 3)	30,000	35,000
	<u>\$ 513,652</u>	<u>\$ 459,387</u>

See accompanying schedules and notes to financial statements.

Approved on behalf of the Commission:

[Signature]
Commissioner

[Signature]
General Manager

THE ST. CLAIR PARKWAY COMMISSION

Statement of Operations for the Year ended 31 December 1989

	1989	1988
REVENUE		
Operating revenues		
Golf course (Schedule 1)	\$ 848,090	\$ 754,942
Sarnia Bay Marina (Schedule 2)	505,949	514,733
Marine Park (Schedule 3)	439,026	416,817
Park and concession	104,864	98,638
Interest and other	11,881	16,564
	1,909,810	1,801,694
Grants		
Province of Ontario	780,178	755,991
City of Sarnia	187,889	185,797
County of Lambton	187,889	185,797
County of Kent	120,785	119,442
City of Chatham	40,262	39,814
Moore Township	19,263	-
Sombra Township	-	10,607
	1,336,266	1,297,448
	<u>\$3,246,076</u>	<u>\$3,099,142</u>
EXPENDITURES		
Administrative and operating		
Salaries, wages and employee benefits	857,126	808,980
Park maintenance and concessions	170,714	151,713
Utilities	48,885	48,206
Machinery and equipment	36,336	27,121
Insurance	31,785	37,223
Office supplies and equipment	18,840	16,917
Commissioners' fees and expenses	15,170	14,934
Other	35,643	29,872
	1,214,499	1,134,966
Golf course (Schedule 1)	733,913	643,865
Sarnia Bay Marina (Schedule 2)	413,589	416,796
Marine Park (Schedule 3)	421,746	417,290
	2,783,747	2,612,917
Capital improvement	462,329	486,225
	<u>\$3,246,076</u>	<u>\$3,099,142</u>

See accompanying schedules and notes to financial statements.



THE ST. CLAIR PARKWAY COMMISSION

Notes to Financial Statements - 31 December 1989

1. SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of significant accounting policies of the Commission.

(a) Inventories

Inventories are valued at the lower of cost or net realizable value, with cost determined on a first in, first out basis.

(b) Fixed Assets

Fixed assets of the Commission consist of buildings, purchased and donated park lands, equipment and vehicles. The Commission charges all additions to fixed assets as expenditures in the year of acquisition.

(c) Leases

All lease payments are expensed as incurred because the Commission does not capitalize fixed assets.

(d) Donated Materials

The Commission does not record the value of donated materials in its financial statements.

2. GRANTS

- (a) For capital expenditures, the Province of Ontario and the participating municipalities contribute seventy-five percent and twenty-five percent of the funds needed, respectively. For land and major projects, the Province advances one hundred per cent of funds, interest free, of which twenty-five per cent is repaid by the Commission from grants received from benefitting municipalities.

At 31 December 1989, the Commission owed the Province and the municipalities owed the Commission \$288,750 for advances received for the development of the St. Clair Parkway Marine Park. Both are payable at \$20,625 per annum until and including the year 2003.

- (b) For expenditures in excess of operating income, the Province of Ontario and the participating municipalities contribute fifty per cent each.

- (c) The difference between grant revenue on an accrual basis and grants actually received is recorded as either grants receivable or deferred grant revenue.

3. LOANS AND DEFERRED GRANT - DOVER TOWNSHIP

In March 1976, the Commission received a grant of \$100,000 from the Province of Ontario which it loaned in March 1977, interest free, to Dover Township to assist in constructing a water treatment plant. The loan is being repaid by the Township at \$5,000 per annum until and including 1996. Because the original grant was not recognized as grant revenue, the annual payment is included in grants from the Province. The remaining balance is reflected as a deferred grant and a loan receivable.

4. DEFERRED REVENUE

Deferred revenue results from the prepayment of golf memberships, marina docking fees and campground site reservations, and from the deposit on the sale of the house at Marine Park.

5. REMUNERATION OF APPOINTEES

The total remuneration of the members of the Commission was \$9,625 (1988: \$7,385).

6. DONATED MATERIALS

During the year, the Commission received forty-four fabricated docks from the Small Craft Harbours Branch of the Department of Oceans and Fisheries that were installed by the Commission at the Sarnia Bay Marina. The value of the fabricated docks is estimated to be \$140,000.

7. LEASE COMMITMENTS

The aggregate minimum lease payments payable under leases for golf carts and automobiles in effect at 31 December 1989 are as follows:

1990 -	\$30,303
1991 -	22,033
1992 -	7,170
1993 -	993

The Commission has also leased the Sarnia Bay Marina property from the Government of Canada until 2002 for an amount equal to five percent of the gross boat berthing revenue. Effective 1 January 1990, this will increase to ten percent of the gross boat berthing revenue.

SCHEDULE 1

THE ST. CLAIR PARKWAY COMMISSION

Schedule of Golf Course Operations For the Year Ended 31 December 1989

	1989	1988
GOLF COURSE AND PRO SHOP		
Revenue - green fees	\$ 418,354	\$ 361,020
- golf cart rentals	105,246	106,886
- sale of pro shop merchandise	57,643	55,922
	<u>581,243</u>	<u>523,828</u>
Expense - salaries and wages	229,249	215,622
- Maintenance	120,929	84,622
- administration	56,372	55,057
- furniture and equipment	32,665	45,975
- purchase and leasing of golf carts	58,955	37,657
- cost of merchandise sold	31,247	33,250
	<u>529,417</u>	<u>472,183</u>
Net income	<u>51,826</u>	<u>51,645</u>



(continued from page 7)

	1989	1988
DINING ROOM		
Revenue - sales	<u>156,926</u>	<u>132,756</u>
Expense - cost of sales	64,039	55,780
- salaries and wages	<u>71,490</u>	<u>56,564</u>
	<u>135,529</u>	<u>112,344</u>
Net income	<u>21,397</u>	<u>20,412</u>
LOUNGE		
Revenue - sales	<u>109,921</u>	<u>98,358</u>
Expense - cost of sales	43,901	36,450
- salaries and wages	<u>25,066</u>	<u>22,888</u>
	<u>68,967</u>	<u>59,338</u>
Net income	<u>40,954</u>	<u>39,020</u>
	<u>\$ 114,177</u>	<u>\$ 111,077</u>
TOTAL REVENUE	\$ 848,090	\$ 754,942
TOTAL EXPENSES	733,913	643,865
TOTAL NET INCOME	<u>\$ 114,177</u>	<u>\$ 111,077</u>

SCHEDULE 2

THE ST. CLAIR PARKWAY COMMISSION

Schedule of Sarnia Bay Marina Operations For the Year Ended 31 December 1989

	1989	1988
SARNIA BAY MARINA OPERATIONS		
Revenue - boat mooring	\$ 270,494	\$ 248,483
- gas and oil sales	103,203	127,131
- sale of merchandise	11,539	9,922
- other	<u>5,947</u>	<u>5,762</u>
	<u>391,183</u>	<u>391,298</u>
Expense - cost of gas and oil sold	93,909	115,173
- salaries and wages	112,322	102,309
- administration	64,505	62,981
- maintenance	23,022	14,593
- cost of merchandise sold	7,551	8,164
- machinery and equipment	<u>7,237</u>	<u>20,071</u>
	<u>308,546</u>	<u>323,291</u>
Net income	<u>82,637</u>	<u>68,007</u>
DINING ROOM		
Revenue - sales	<u>114,766</u>	<u>123,435</u>
Expense - cost of sales	48,483	44,403
- salaries and wages	<u>56,560</u>	<u>49,102</u>
	<u>105,043</u>	<u>93,505</u>

	1989	1988
Net income	<u>9,723</u>	<u>29,930</u>
	<u>\$ 92,360</u>	<u>\$ 97,937</u>
TOTAL REVENUE	\$ 505,949	\$ 514,733
TOTAL EXPENSES	413,589	416,796
TOTAL NET INCOME	<u>\$ 92,360</u>	<u>\$ 97,937</u>

SCHEDULE 3

THE ST. CLAIR PARKWAY COMMISSION

Schedule of Marine Park Operations For the Year Ended 31 December 1989

	1989	1988
MARINE OPERATIONS		
Revenue - boat mooring, launching and rental	\$ 161,490	\$ 149,374
- gas and oil sales	137,471	132,738
- sale of merchandise	21,696	23,975
- other	<u>5,887</u>	<u>5,901</u>
	<u>326,544</u>	<u>311,988</u>
Expense - cost of gas and oil sold	123,881	117,454
- salaries and wages	110,321	100,921
- administration	50,695	48,843
- maintenance	23,217	24,036
- cost of merchandise sold	13,253	15,080
- machinery and equipment	<u>6,859</u>	<u>13,021</u>
	<u>328,226</u>	<u>319,355</u>
Net income (loss)	<u>(1,682)</u>	<u>(7,367)</u>
CAMPGROUND		
Revenue - camping fees	60,873	59,258
Expense - salaries and wages	<u>47,350</u>	<u>56,007</u>
Net income	<u>13,523</u>	<u>3,251</u>
DINING ROOM		
Revenue - sales	<u>51,609</u>	<u>45,571</u>
Expense - cost of sales	20,292	18,362
- salaries and wages	<u>25,878</u>	<u>23,566</u>
	<u>46,170</u>	<u>41,928</u>
	<u>5,439</u>	<u>3,643</u>
	<u>\$ 17,280</u>	<u>\$ (473)</u>
TOTAL REVENUE	\$ 439,026	\$ 416,817
TOTAL EXPENSES	421,746	417,290
TOTAL NET INCOME (LOSS)	<u>\$ 17,280</u>	<u>\$ (473)</u>

Our Guests Tell Us

Each season our guests are invited to pass on their comments directly to Mr. R.F. Harrison, General Manager of the Commission by way of the G.M.'s Mailbox, located in each facility. Excellent suggestions for improvement of our parks and operations and many compliments on our parks conditions and incredible hospitality provided by the Parkway Staff are received. Each comment is responded to personally by Mr. Harrison. Our guests tell us:

MARINE PARK

"You have one of the nicest Marina's around... it was really nice to have a perch dinner that was part of a Sunday night special".
Margery H. Johnston, London, Ont.

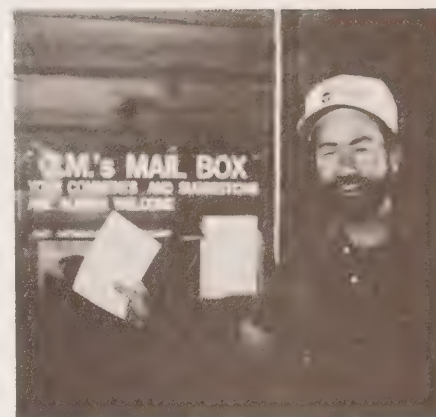
GOLF COURSE

"This course was recommended to me by another resident of the N.W.T. and it certainly was what he described it - good!"
Don Newman, Yellowknife, N.W.T.

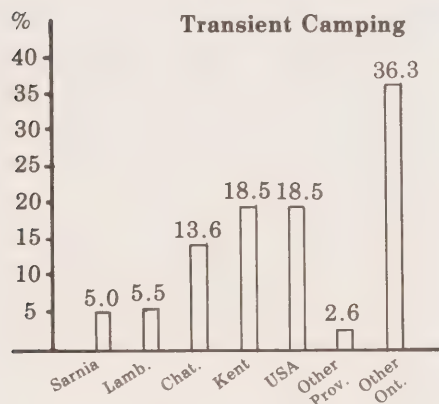
SARNIA BAY MARINA

"I would recommend this marina to everyone. The facilities and personnel are the best. Our children even recommend the marina to people."
James Hazemy, Mt. Clemens, Mich. U.S.A.

"Excellent service and concern towards our safety and convenience..."
Linda Belair, Windsor, Ontario



Parkway Regional System Serves Local Needs and Much More

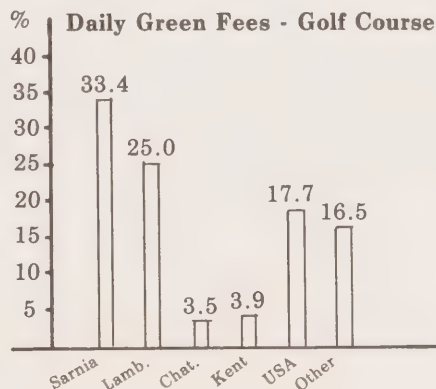


MARINE PARK, LAMBTON-CUNDICK and CATHCART

There were more people in our campgrounds near Sombra in 1989 than in 1988. Although our permits issued fell slightly, there were more people per site.

This may be explained partially by the increase in people from outside the Parkway area using the campgrounds (58%). The majority were from neighbouring counties in Southwestern Ontario, 36%, and from Michigan and Ohio, 18.5%.

Locally most of the camping is done by residents of Chatham and Kent County with over 32% of the campers in 1989.

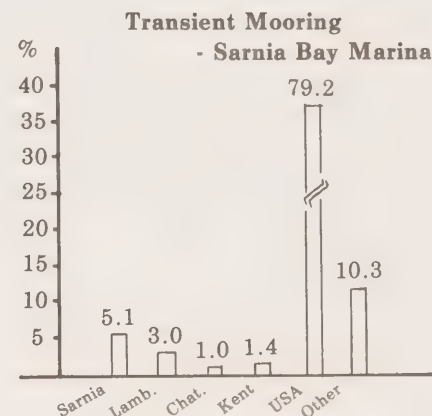


GOLFERS LOVE THE PARKWAY

The rounds of golf played at the course in Mooretown increased in 1989. There are approximately 200 season tickets in 1989, with almost all held by Sarnia Lambton residents.

Our daily green fee patrons are a good blend of local parkway residents (66%) and tourists (34%). Our tourist golfers are predominantly from Michigan (18%) and surrounding counties of Southwestern Ontario (16%).

In 1989, 4100 tournament rounds of golf were played and 3000 meals were served in our dining room to these groups. Local industries have league play during the summer and play close to 2300 rounds of golf each year.



SARNIA BAY MARINA

In 1989, 44 new docks were added in mid-season. Although they were unserviced docks many were full on busy summer week-ends like the Mackinac Race and Sarnia Highland Games.

There are 100 seasonal berths with 72 being from Sarnia-Lambton in 1989. The 150 transient (194 mid-season) berths are very popular with U.S. boaters. Approximately 80% of the transient boaters are from Michigan and Ohio. However, there was a good increase in the Spring of 1989 with local boaters berthing at the marina during the Bluewater Anglers Salmon Derby, avoiding the busy boat launch ramps at that time.



**"We have not inherited the Earth
from our Fathers,
We are borrowing it from our
children."**

Lester R. Brown, from
"Building a Sustainable Society"



St. Clair
Parkway
Commission

John D. George
Chairman

P.O. Box 700
Corunna, Ontario
N0N 1G0



Ministry of
Tourism
and
Recreation

Hon. Ken Black
Minister

Province of Ontario
Queen's Park
Toronto, Canada
M7A 2R9

CA20N
SP
-A56

Camden
Publications

1990



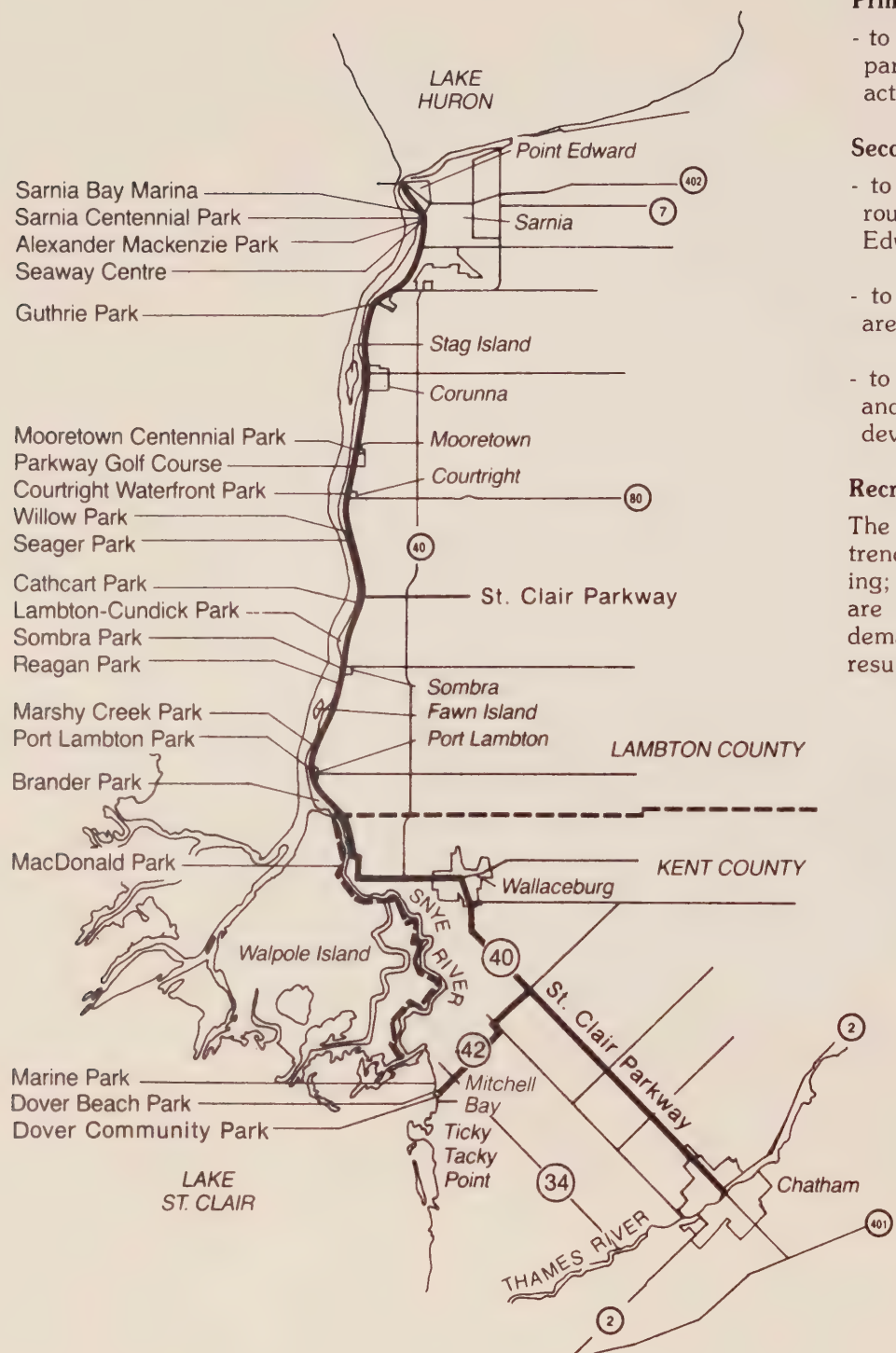
ANNUAL REPORT



St. Clair Parkway Commission

ST. CLAIR PARKWAY COMMISSION

Aims and Objectives



Primary

- to ensure an interconnecting system of parks using all the environmental characteristics of the region.

Secondary

- to create a scenic drive following the route corridor (Highway 40) from Pt. Edward to Chatham
- to encourage tourism in the Parkway area
- to maintain close contact with private and public authorities controlling urban development

Recreation Trends

The Commission recognizes that the trends in recreation are constantly changing; therefore, development programmes are prepared according to need and demand to ensure the most effective results.

Cover Photo:

Celebration of Lights, December 1990
Administration Office
Corunna, Ontario
Photo by Don Smith

Chairman's Message

It is indeed a pleasure to present our 1990 Annual Report. Highlights and major activities of the Commission during the fiscal year ended December 31, 1990 are included in this report. You will note the financial information has been separated and is listed with each of the main revenue departments of the Commission. I hope you find this a pleasing method of identifying the facility and its operating results.

There were two main capital construction activities in 1990. Through the funds obtained from selling a commission owned house no longer required, the Commission was able to expand the Marina basin at Marine Park, Mitchell Bay. This is Phase 1 of a Master Plan that one day will see the Marina complex double its original number of berths, and serve the local as well as transient boaters of Lake St. Clair and the Detroit River area.

In the fall, additional funding from the Ministry of Tourism and Recreation and the City of Sarnia permitted the Commission to complete the replacement of the seawall at Centennial Park in Sarnia, which was no longer safe. Unfortunately, this project had to be accessed through our beautiful floral gardens. In subsequent years, the garden replacement will occupy much of the Commission's efforts.

Most major projects are certainly important to complete, however, in 1990, two smaller projects have provided a great deal of satisfaction for the Commission and staff. Our Guests have thoroughly enjoyed and appreciated the new boat launch ramp facility at MacDonald Park and the renovations to the picnic pavillion at Cathcart Park. These projects are excellent examples of the Commission's goal of ensuring public access and benefit of the waterfront we operate.

I am very appreciative of the efforts of our staff. In these days of restraint, our staff have continued to provide the same, and in several cases, improved service to our Guests and care for our parks. The Commissioners also worked hard in 1990, demonstrating through several key decisions, a great new vision for the Parkway.



A stylized, handwritten signature in dark ink.

John D. George

1990 Commissioners



Front Left to Right
Y. Shimizu, M. Stacey (Vice-Chairman), J. George (Chairman), S. Milway, L. O'Rourke, J. Johnston.

Back Left to Right
P. O'Brien, J. Marsh, A. Brogden, B. Langstaff, A. Ascott, R.F. Harrison (Sec. Treasurer; General Manager)

2. Parkway Happenings 1990

The **Cathcart Park** picnic shelter was originally built by the provincial government over 30 years ago. Recently the stone base was deteriorating and attempts to repair the stone supports led to the discovery that there were no footings in the original construction. Proper re-construction required complete replacement of the roof supports and footings. The popular shelter was back in service by mid-summer and continues to be used extensively by groups and families as the best location for reunions along the St. Clair River.



Sarnia Centennial Seawall Replacement

A very popular pastime in Sarnia is to walk through the floral gardens and walkway of Sarnia Centennial Park and around Sarnia Bay. The gabion basket erosion protection began to deteriorate quickly following the high water levels of the mid 1980's. Last year the seawall was in very poor condition and had to be replaced. Funding for the project, over \$700,000, came from the Ministry of Tourism and Recreation and the City of Sarnia. Construction required much of the park gardens to be removed to permit heavy vehicle access. Over the next few years the waterfront of Sarnia Centennial park will be re-constructed with new walkway, lighting, and floral gardens.



Access Improved

Northeast of Wallaceburg, at MacDonald Park, a new boat launch was completed in August. The ramp is the only public facility in this area and gives the boaters greater access to the rivers and channels around Walpole Island and out to St. Clair River or Lake St. Clair.



The family beach area at Dover Beach Park was improved with several loads of sand. Access each year deteriorates with the prevailing winds across Lake St. Clair eroding the shoreline.

Financial Statement

To the St. Clair Parkway Commission and to the Minister of Tourism and Recreation,

I have audited the balance sheet of the St. Clair Parkway Commission as at December 31, 1990 and the statement of operations for the year then ended. These financial statements are the responsibility of the Commission's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at December 31, 1990 and the results of its operations for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

Statement of Operations For the Year Ended 31 December 1990

	1990	1989
REVENUE		
Operating revenues		
Golf course (Schedule 1)	\$ 919,796	\$ 848,090
Sarnia Bay Marina (Sch. 2)	547,672	505,949
Marine Park (Schedule 3)	429,661	439,026
Park and concession	106,171	104,864
Interest and other	39,971	11,881
	<u>2,043,271</u>	<u>1,909,810</u>
Proceeds from sale of property	166,672	-
Grants		
Province of Ontario	718,344	780,178
Province of Ontario - shoreline restoration	509,208	-
City of Sarnia	181,833	187,889
City of Sarnia - shoreline restoration	169,736	-
County of Lambton	181,833	187,889
County of Kent	116,893	120,785
City of Chatham	38,964	40,262
Moore Township	-	19,263
	<u>1,916,811</u>	<u>1,336,266</u>
	<u>\$4,126,754</u>	<u>\$3,246,076</u>
EXPENDITURES		
Administrative and operating		
Salaries, wages and employee benefits	941,212	857,126
Park maintenance and concessions	152,565	170,714
Utilities	45,989	48,885
Machinery and equipment	35,793	36,336
Insurance	31,740	31,785
Office supplies and equipment	17,873	18,840
Commissioners' fees and expenses	16,423	15,170
Other	34,997	35,643
	<u>1,276,592</u>	<u>1,214,499</u>
Golf course (Schedule 1)	753,151	733,913
Sarnia Bay Marina (Sch. 2)	483,848	413,589
Marine Park (Schedule 3)	390,567	421,746
	<u>2,904,158</u>	<u>2,783,747</u>
Capital improvements	543,652	462,329
Capital improvements - shoreline restoration	678,944	-
	<u>1,222,596</u>	<u>462,329</u>
	<u>\$4,126,754</u>	<u>\$3,246,076</u>

J.F. Otterman

J.F. Otterman, F.C.A.
Assistant Provincial Auditor

Toronto, Ontario,
February 28, 1991.

THE ST. CLAIR PARKWAY COMMISSION

Balance Sheet as at 31 December 1990

Assets	1990	1989
CURRENT		
Cash	\$ 70,954	\$ -
Accounts receivable	23,326	19,575
Grants receivable (note 2c)	97,439	79,966
Current portion of:		
Capital grants receivable (note 2a)	20,625	20,625
Loan receivable (note 3)	5,000	5,000
Inventories	70,475	64,113
Prepaid expenses	27,704	26,248
	<u>315,523</u>	<u>215,527</u>
CAPITAL GRANTS RECEIVABLE (note 2a)	<u>247,500</u>	<u>268,125</u>
LOAN RECEIVABLE (Note 3)	<u>25,000</u>	<u>30,000</u>
	<u>\$ 588,023</u>	<u>\$ 513,652</u>
LIABILITIES		
CURRENT		
Bank overdraft	\$ -	\$ 124,261
Accounts payable	224,372	44,810
Current portion of capital advances payable (note 2a)	20,625	20,625
Deferred revenue (note 4)	16,138	25,831
Deferred grant (note 5)	54,388	-
	<u>315,523</u>	<u>215,527</u>
CAPITAL ADVANCES PAYABLE (note 2a)	<u>247,500</u>	<u>268,125</u>
DEFERRED GRANT (note 3)	<u>25,000</u>	<u>30,000</u>
	<u>\$ 588,023</u>	<u>\$ 513,652</u>

See accompanying schedules and notes to financial statements on following pages, 4, 5, 7 and 8.

Approved on behalf of the Commission:

[Signature]
Commissioner

[Signature]
General Manager

Golf



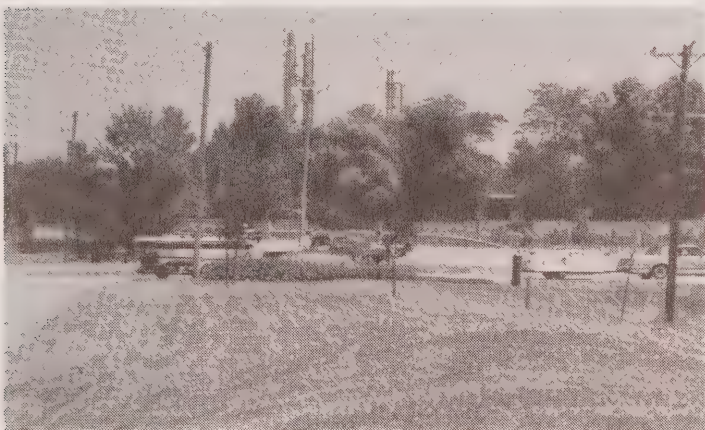
St. Clair Parkway Golf Course

Our beautiful golf course at Mooretown, Ontario is well played by local and tourist guests. Over 22,000 non-member rounds of golf were played in 1990. Our first revenue producing facility, opened in 1971, continues to be our best revenue producer.

Safety and convenience of our golfers was kept in mind with the improvements to the course in 1990. New asphalt bridge approaches and cart paths were added. A decorative and functional screen was placed near the 10th tee to protect the golfers from errant shots.



Camping



Joint Industry - Parkway Initiative

Several months of development were required to produce a campground evacuation plan for Cathcart Park. The Commission staff combined its efforts on environmental safety in our parks with ICI Industries' (formerly CIL) Good Corporate Neighbour programme and developed an effective park evacuation plan, simulating an environmental disaster. The programme is under ongoing review and information is provided to all seasonal and transient campers on effective evacuation procedures.

THE ST. CLAIR PARKWAY COMMISSION

SCHEDULE 1

Schedule of Golf Course Operations for the Year ended 31 December 1990

	1990	1989
GOLF COURSE AND PRO SHOP		
Revenue - Green fees	\$ 474,121	\$ 418,354
- golf cart rentals	103,327	105,246
- sale of pro shop merchandise	68,682	57,643
	<u>646,130</u>	<u>581,243</u>
Expense - salaries, wages and employees' benefits	257,216	229,249
- maintenance	119,816	120,929
- administration	56,573	56,372
- furniture and equipment	16,275	32,665
- purchase and leasing of golf carts	57,025	58,955
- cost of merchandise sold	33,284	31,247
	<u>540,189</u>	<u>529,417</u>
Net income	<u>105,941</u>	<u>51,826</u>
DINING ROOM		
Revenue - sales	161,303	156,926
Expense - cost of sales	64,290	64,039
- salaries and wages	79,121	71,490
	<u>143,411</u>	<u>135,529</u>
Net income	<u>17,892</u>	<u>21,397</u>
LOUNGE		
Revenue - sales	112,363	109,921
Expense - cost of sales	42,224	43,901
- salaries, wages	27,327	25,066
	<u>69,551</u>	<u>68,967</u>
Net income	<u>42,812</u>	<u>40,954</u>
	<u>\$ 166,645</u>	<u>\$ 114,177</u>
TOTAL REVENUE	\$ 919,796	\$ 848,090
TOTAL EXPENSES	753,151	733,913
TOTAL NET INCOME	\$ 166,645	\$ 114,177

THE ST. CLAIR PARKWAY COMMISSION

SCHEDULE 2

Schedule of Sarnia Bay Marina Operations
For the Year Ended 31 December 1990

	<u>1990</u>	<u>1989</u>
SARNIA BAY MARINA OPERATIONS		
Revenue - boat mooring	\$ 267,947	\$ 270,494
- gas and oil sales	60,747	103,203
- sale of merchandise	16,656	11,539
- other	6,760	5,947
	<u>352,110</u>	<u>391,183</u>
Expense - cost of gas and oil sold	53,615	93,909
- salaries, wages and employees benefits	115,497	112,322
- administration	88,630	64,505
- maintenance	32,311	23,022
- cost of merchandise sold	13,943	7,551
- machinery and equipment	1,103	7,237
	<u>305,099</u>	<u>308,546</u>
Net income	<u>47,011</u>	<u>82,637</u>
DINING ROOM		
Revenue - sales	195,562	114,766
Expense - cost of sales	77,915	48,483
- salaries and wages	100,834	56,560
	<u>178,749</u>	<u>105,043</u>
Net income	<u>16,813</u>	<u>9,723</u>
	<u>\$ 63,824</u>	<u>\$ 92,360</u>
TOTAL REVENUE	\$ 547,672	\$ 505,949
TOTAL EXPENSES	483,848	413,589
TOTAL NET INCOME	\$ 63,824	\$ 92,360

Sarnia Bay Marina



Sarnia Bay Marina

Boaters have thoroughly enjoyed the facilities of Sarnia Bay Marina since its opening in 1985. The Commission was excited to receive 44 new docks in 1989 through a Federal government programme and in 1990 began outfitting the docks with services. Many of the marina boaters are travelling cruisers and enjoy water and electricity services of our new docks and all of the 300 berths now available.



For those wet and windy days, the marina restaurant now has an outdoor canopy covering the patio. The framework of the canopy is steel with two adjustable peaks to control the tension of the tent-like top. Wind-screens can be slid into place and still permit excellent view of the bay area scenery.

Centennial



Boaters Love to Fish the Parkway

The St. Clair Parkway Commission is the headquarters for the Sarnia Salmon Derby each spring. Approximately 3000 fishermen register to participate in the fishing competition sponsored by the Bluewater Angler's Association to help fund their fish hatchery programme in Point Edward.

Hundreds of fishermen are thankful for the public launch facility in Sarnia Centennial Park operated by the Commission. Over the last 3 years approximately \$250,000 has been spent expanding the car and trailer parking lot and dredging the ramp mouth.

Marine Park Expansion Begins



Marine Park Expansion Begins

Marine Park, Mitchell's Bay was the 2nd revenue producing facility of the St. Clair Parkway Commission. Opened in 1974, it is a major recreation complex in north-west Kent County. The marina and campgrounds serve local and transient guests. Some come from Ohio, Michigan and the provinces of Manitoba and Quebec.

To expand the basin, a small lagoon in the campgrounds beside the original docks had to be drained and dredged to provide an area for the expansion. In all, three local companies were involved dredging, installing the seawall, and constructing the steel framework of the docks.

This is phase 1 of a future development plan that projects our original number of berths to be doubled. Phase 1 will be completed in 1991 and will total over \$240,000.



The addition of 43 berths, fully serviced with water and electricity, will bring the total berths at Marine Park to 266. One-half of the new docks will be for transient docking. The Commission will now be able to promote transient berthing at Marine Park, encouraging greater tourism revenue for the Mitchell's Bay area.





Marina Centre Serves All Our Guests

The unique design of the Marina Centre has been a landmark since its opening in 1974. Over 4,000 camper guests and hundreds of boaters and fishermen enjoy our restaurant service each year. A great view of some beautiful boats is available from the patio.

Fishing groups come from many miles away to fish the Bay area. The bait shop is useful in making their stay convenient and enjoyable. Boat rentals are also available for fishermen or others to rent for a day.



Choice Camping Location

Sportsmen love to camp the Marine Park facility. Quick boat launching to enjoy a day of fishing, using one of the eight launch ramps, has them out into the popular sports fishing area of Mitchell's Bay and Lake St. Clair in no time at all. Some come to hunt for waterfowl and use the campgrounds as their daily base.



THE ST. CLAIR PARKWAY COMMISSION

SCHEDULE 3

Schedule of Marine Park Operations For the Year Ended 31 December 1990

	<u>1990</u>	<u>1989</u>
MARINE OPERATIONS		
Revenue - boat mooring, launching and rental	\$ 170,986	\$ 161,490
- gas and oil sales	123,798	137,471
- sale of merchandise	18,408	21,696
- other	3,818	5,887
	<u>317,010</u>	<u>326,544</u>
Expense - cost of gas and oil sold	113,136	123,881
- salaries, wages and employees' benefits	104,895	110,321
- administration	50,759	50,695
- maintenance	20,256	23,217
- cost of merchandise sold	12,585	13,253
- machinery and equipment	893	6,859
	<u>302,524</u>	<u>328,226</u>
Net income (loss)	<u>14,486</u>	<u>(1,682)</u>
CAMPGROUND		
Revenue - camping fees	64,484	60,873
Expense - salaries and wages	39,199	47,350
Net income	<u>25,285</u>	<u>13,523</u>
DINING ROOM		
Revenue - sales	48,167	51,609
Expense - cost of sales	20,190	20,292
- salaries and wages	28,654	25,878
	<u>48,844</u>	<u>46,170</u>
Net income (loss)	<u>(677)</u>	<u>5,439</u>
	<u>\$ 39,094</u>	<u>\$ 17,280</u>
TOTAL REVENUE	\$ 429,661	\$ 439,026
TOTAL EXPENSES	390,567	421,746
TOTAL NET INCOME (LOSS)	\$ 39,094	\$ 17,280

8. Accounting Notes

THE ST. CLAIR PARKWAY COMMISSION

Notes to Financial Statements 31 December 1990

1. SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of significant accounting policies of the Commission.

(a) Inventories

Inventories are valued at the lower of cost or net realizable value, with cost determined on a first in, first out basis.

(b) Fixed Assets

Fixed assets of the Commission consist of buildings, purchased and donated park lands, equipment and vehicles. The Commission charges all additions to fixed assets as expenditures in the year of acquisition.

(c) Leases

All lease payments are expensed as incurred because the Commission does not capitalize fixed assets.

(d) Donated Materials

The Commission does not record the value of donated materials in its financial statements.

2. GRANTS

- (a) For capital expenditures, the Province of Ontario and the participating municipalities contribute seventy-five percent and twenty-five percent of the funds needed, respectively. For land and major projects, the Province advances one hundred per cent of funds, interest free, of which twenty-five per cent is repaid by the Commission from grants received from benefitting municipalities.

At 31 December 1990, the Commission owed the Province and the municipalities owed the Commission \$268,125 for advances received for the development of the St. Clair Parkway Marine Park. Both are payable at \$20,625 per annum until and including the year 2003.

- (b) For expenditures in excess of operating income, the Province of Ontario and the participating municipalities contribute fifty per cent each.

- (c) The difference between grant revenue on an accrual basis and grants actually received is recorded as either grants receivable or deferred grant revenue.

3. LOANS AND DEFERRED GRANT - DOVER TOWNSHIP

In March 1976, the Commission received a grant of \$100,000 from the Province of Ontario which it loaned in March 1977, interest free, to Dover Township to assist in constructing a water treatment plant. The loan is being repaid by the Township at \$5,000 per annum until and including 1996. Because the original grant was not recognized as grant revenue, the annual payment is included in grants from the Province. The remaining balance is reflected as a deferred grant and a loan receivable.

4. DEFERRED REVENUE

Deferred revenue results from the prepayment of golf membership, marina docking fees and campground site reservations.

5. DEFERRED GRANT - SARNIA BAY SEAWALL RESTORATION PROJECT

During the year, the Commission received \$183,332 from the City of Sarnia and \$550,000 from the Province of Ontario in order to restore the seawall at the Sarnia Bay. The amount recorded as a deferred grant at the year end represents the amount not yet expended on this project.

6. REMUNERATION OF APPOINTEES

The total remuneration of the members of the Commission was \$9,620 (1989: \$9,625).

7. LEASE COMMITMENTS

The aggregate minimum lease payments payable under leases for golf carts and automobiles in effect at 31 December 1990 are as follows:

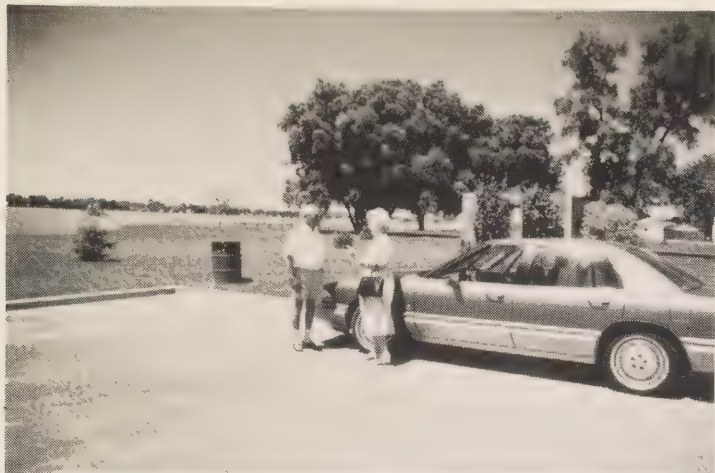
1991 -	\$15,951
1992 -	7,170
1993 -	993

The Commission has also leased the Sarnia Bay Marina property from the Government of Canada until 2002 for an amount equal to ten percent of the gross boat berthing revenue.

8. PENSION PLAN

The Commission provides pension benefits for its employees through participation in the Ontario Municipal Employees Retirement System. The Commission's share of contributions to this fund during the year was \$47,114 (1989 - \$43,249) and is included in salaries, wages and employees' benefits expense.

Day tripping is growing along the PARKWAY!



One of the most beautiful drives in southwestern Ontario is along the St. Clair Parkway. The Commission maintains 16 river parks for the enjoyment of pedestrians, cyclists and motorists. In 1990 there were several bus tours from Ontario and the United States that combined an event in our region with a drive along the Parkway and a picnic at Cathcart Park.

A most popular addition to the 1990 marketing information package on the Commission is the Seaway Observation leaflet. Families love to watch for the ship stacks identified on the leaflet or listen to the boat whistles and identify from the leaflet what the call means.



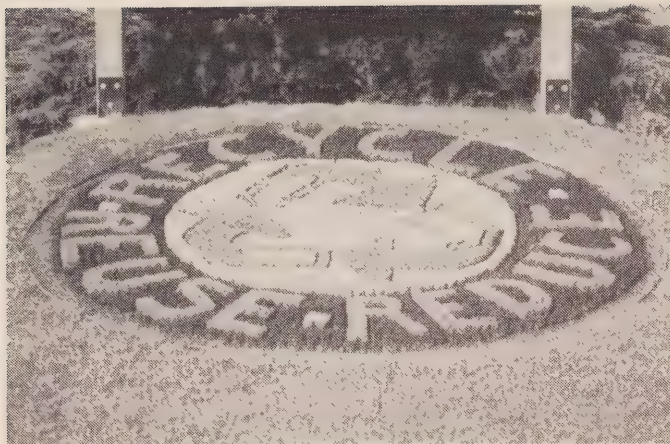
Somedays we do not have enough picnic space for our guests to use. Families head to our parks every weekend for a picnic and a fun time on our park playgrounds. The weekdays are also popular these days with the parks full of businessmen and travelling motorists at noon hour. Not many lunch rooms have our beautiful scenery and fresh air!



Brander Park gardens at Port Lambton are a sight to behold with beautiful gardens and shrub beds. Annual flowers add extra colour in the summer.



The north end of Courtright Waterfront Park was expanded in 1989. Throughout 1990, the area was grass seeded and new trees planted. Several residents have contributed to the tree planting work through the Commission's "Plant a Tree in Memory" programme.



Recycle • Reduce • Reuse
Carpet Bed
Sarnia Centennial



Flower of the Parkway
Tawny Day Lily
'Hermerocallis fulva'

A Joint Programme of Parks Development

by

THE PROVINCE OF ONTARIO
Lambton County, Kent County
City of Sarnia & City of Chatham



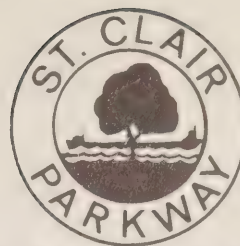
St. Clair
Parkway
Commission

P.O. Box 700
Corunna, Ontario
N0N 1G0

Chairman: J.D. George



1966



ST. CLAIR PARKWAY
COMMISSION



1968

4 Parks



25th ANNIVERSARY YEAR

1966-1991



1976
14 Parks and
Facilities



1991
ANNUAL
REPORT



1982
17 Parks and
Facilities



1991
21 Parks and
Facilities



ST CLAIR PARKWAY COMMISSION

Aims and Objectives

Primary

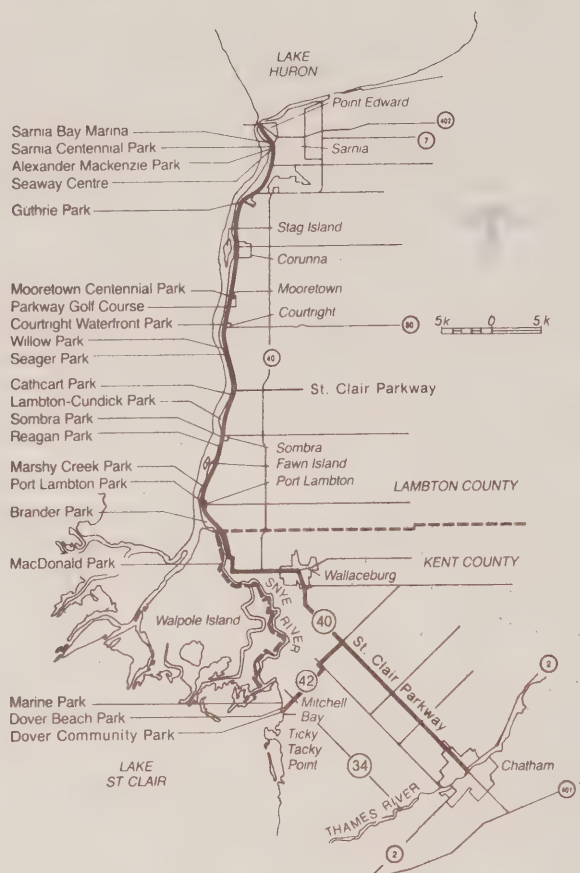
- to ensure an interconnecting system of parks using all the environmental characteristics of the region.

Secondary

- to create a scenic drive following the route corridor (Highway 40) from Pt. Edward to Chatham
- to encourage tourism in the Parkway area
- to maintain close contact with private and public authorities controlling urban development

Recreation Trends

The Commission recognizes that the trends in recreation are constantly changing; therefore, development programmes are prepared according to need and demand to ensure the most effective results.



CHAIRMAN

H.G. McLean	1966-1970
J.L. Kennedy	1971-1981
D.G. Bailey	1982-1987
J. D. George	1988-1991

MANAGERS

R.V. Brittain	1967-1973
R.F. Harrison	1973-1991

VICE-CHAIRMAN

C.W. Case	1966-1969
J.L. Kennedy	1970
C. Carscallen	1971-1974
D.G. Bailey	1976-1981
J. McCartney	1982-1985
J.D. George	1986-1987
M. Stacey	1989

COMMISSIONERS

P - Provincial

P	W.S. Atkins	1966-76
P	C. Carscallen	1966-70
P	J.L. Kennedy	1966-69
P	J.R. Knox	1966-77
P	C.R. Young	1966-77
S	R.K. Donahue	1966-70
L	G. Branton	1966-69
L	J. Marshall	1966-69
K	R.K. Bellamy	1966-67
K	R. Metcalfe	1968-71
K	R. Metcalfe	1977-80
L	S. Campbell	1970
L	J. Moran	1970-71
C	T.M. Kingston	1970-73
S	J.N. Matheson	1971-74
S	H.B. Turnbull	1971
L	D. Beaton	1972
P	D. Beaton	1982-86
S	M. Saddy	1972

S - Sarnia

L	C. Armstrong	1972
K	R. Butler	1972-74
S	A.S. Brandt	1973-74
C	S. Siskind	1973-75
L	G. Holbrook	1973-74
L	T. Needham	1973-74
P	T. Needham	1977-83
P	D.G. Bailey	1975
S	D. Boushy	1975-76
S	N. Shipley	1975-77
L	D. Williams	1975
L	W. Boyd	1975-76
K	G. Jack	1975-76
L	R. Grovier	1976
C	G. Newkirk	1976-80
P	J. McCartney	1977-81
P	M. Mummery	1977-83
S	J. Kowalyszyn	1977-80
L	K. James	1977

C - Chatham

L	E. Sharp	1977-78
S	M. Brown	1978-81
L	J. Dedecker	1978
L	J. Johnston	1979
L	D. Smith	1979
L	R. Boyd	1980
L	M. Stacey	1980-81
P	M. Stacey	1986
S	P. O'Brien	1981-82
S	P. O'Brien	1989-91
L	R. MacDonald	1981
K	J. Park	1981
C	L. O'Rourke	1981-91
S	B. Rade	1982-85
L	J. Dedecker	1982
L	R. Whitnall	1982
K	R. Graham	1982-86
P	J. McPherson	1983-86
P	L. Johnston	1983-86

L - Lambton

S	D. Bain	1983-85
L	R. Douglas	1983-85
L	J. Minielly	1983-84
L	J. Graham	1985-86
P	S. Milway	1986
S	M. Stark	1986-88
S	A. Brogden	1986
L	R. Helps	1986-87
L	W. DeMars	1987-88
K	L. Clark	1987-88
P	Y. Shimizu	1988-91
P	J. Johnston	1989-90
L	M.J. Marsh	1989-90
L	B. Langstaff	1989-90
K	A. Ascott	1990
P	J. Robinson	1991
L	J. McPherson	1991
L	L. O'Neill	1991

K - Kent

Chairman's Message

Many adjectives can be used to describe 1991 at the St. Clair Parkway Commission. All elicit human emotions when thinking of this organization affectionately referred to locally as the "Parkway".

First would be the "25th Anniversary" celebration. This was a milestone that we proudly recognized with our guests by way of contests and public displays, our political partners at 2 important ceremonies, and our staff at 2 fun-filled events. Everyone involved with the Parkway over the first 25 years can hold their head high with pride. Our regional and tourist guests love our work and we thank one and all for their continued support.

Second would be the "turbulent" market place we found ourselves in. The Parkway does not live in a vacuum. We are susceptible to the economy that exists today and our financial results were not to our liking. Also during 1991, the Commission encountered intense public lobbying over the future of the golf course at Mooretown. A consultant's report on operations is expected to be discussed in public during 1992 to provide direction for the future years.

Third would be the "fond" farewell offered to long time employee and manager Don Harris and the announced retirement of a visionary General Manager of the Parkway for 18 years, Bob Harrison. The guests that came to our facilities and parks everyday benefitted from the FANTASTIC work Bob and his staff have achieved at the Parkway. I can not say enough about the importance of Bob's leadership in our development.

Despite the poor economy, and organizational changes in the next few months ahead, the future for the Commission is very, very bright. We are more responsive to the needs of our regional and tourism guests because we are small and flexible. We are positioned to move quickly in to new recreational areas, like bicycling, and partnership new sites for our region, like Uncle Tom's Cabin. My term as Chairman has been very rewarding, personally. I would like to thank the Province for the opportunity to serve in this capacity and I sincerely applaud the dedication of Commissioners and Staff in making the Parkway all that it is today.



A stylized, handwritten signature in dark ink, consisting of a large loop and a trailing line.

John D. George

1991 Commission



Front L. to R. - M. Stacey (Vice-Chairman), J. George (Chairman)
Back L. to R. - L. O'Neill, A. Brogden, J. McPherson, S. Milway, P. O'Brien, J. Robinson,
Y. Shimizu, A. Ascott, R.F. Harrison, (Sec. Treas./Gen. Mgr.)
Absent - L. O'Rourke

Following the summer of celebrating the 25th Anniversary of the Parkway he loved so much, Bob Harrison announced his retirement from the St. Clair Parkway Commission effective January 1, 1992. Long known to people far and wide as "Mr. Fantastic", Bob was General Manager of the Commission for 18 years, 1973 to 1991. The developments and accomplishments of the St. Clair Parkway Commission are a direct result of his vision and leadership. The esteem the Parkway has today is a result of Bob's strong belief in excellence in all that you do personally and professionally.

A fitting tribute was paid to Bob by long-time work associate and new General Manager of the Commission David Cram at the January 11, 1992 reception in Bob and Barbara Harrison's honour:

"Bob has not just been 'The Boss' to those of us who work for the Commission now, or in the past. He has been a friend and confidant. He has been a good listener. He has been a mentor. He has been patient. He has been there to let each of us fall flat on our faces when we know best, and then he stood behind us 100% anyway.

Over the years, the use of the expression 'I work for Bob Harrison at the Parkway', has opened many doors, and given all of us instant credibility. Bob Harrison's name, in fact, has become synonymous with the word 'Parkway'.

A few weeks before Christmas, all of the Parkway Staff took Bob out for lunch to our favourite restaurant in Corunna and as Bob cannot resist an opportunity to say a few words, he left us with some last thoughts. He concluded that talk with a message that the course of what we do at the Parkway is in our hands. I cannot help but think, as we meet here tonight to honour Bob and to wish Barbara and him all our best, that yes, the future is in the hands of our very strong and committed Commission and a dedicated staff. But those hands, because of Bob's 18 years at the Parkway, will have a distinctive Harrison touch."

Mr. Don Harris retired from the St. Clair Parkway, December 1991. For the last 5 years Don has been at Marine Park, first as maintenance man and then the last 3 years as Manager. In total Don worked 18 years for the Parkway.

The boaters and campers at Marine Park sincerely appreciated the improvements made and the expansion of the marina basin during Don's tenure as Manager.

Don was the original mechanic at the Parkway and over the years built and maintained many Commission vehicles, buildings and facilities.

Don and wife Jean continue to live in the Mitchell's Bay area overlooking the Marine Park recreation complex.



Parks Management

Growth



Piazza Taking Shape

Designed to be a gathering place, the "piazza" will incorporate accessible walkways, arbor and plant developments as well as benches to pause and view the spectacular St. Clair River and Sarnia Bay activity.



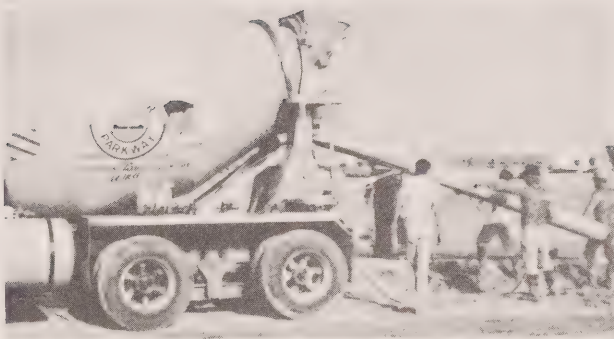
▲ An information kiosk kept local and regional guests updated on park re-construction.



◀ New walkway and railing improve looks and safety for waterfront guests.

SARNIA CENTENNIAL PARK RE-DEVELOPMENT

The original Centennial Park gardens development was first designed and planted in 1967. When the seawall could no longer be repaired and a new wall had to be erected, at the park, it was decided to redesign the popular park for the 90's and beyond. Studying the popular waterfronts in use today, the Commission chose to blend floral beds, and walking pathways with a central focal point; a meeting place or piazza.



▲ 25th Anniversary logo appears on cement truck used on waterfront construction.



A bronze plaque adorns the new waterfront and tells the story of the Great Lakes Basin to all that pause to read the plaque. Donated by Imperial Oil Volunteers Involvement Program and Waterfront Protection Association, the addition was officially unveiled in October by Chairman Jack George, Mayor Bradley of Sarnia and David Crombie, Metro Toronto Waterfront Royal Commission.



▲ The playground near the beach in Sarnia Centennial Park has had a facelift and much needed new safe play equipment replacements resulting from a donation of \$30,000 by the Sarnia Chapter, Women of the Moose.

Leisure Management

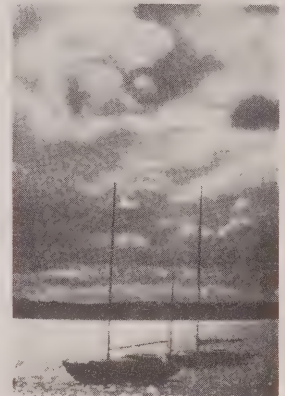
1966 - 1991 at Your Service

At displays throughout the year, all were told ▶
of our pride in serving our Province and
Region for 25 years.



Gerry Davies
Forest, Ontario
1st Place
Bathers at Sunset

Gwen Walker
Sarnia, Ontario
2nd Place
Sailboats at Rest

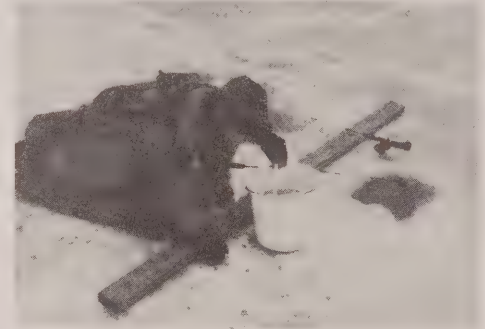


Adults' Category

ANNIVERSARY PHOTO CONTEST

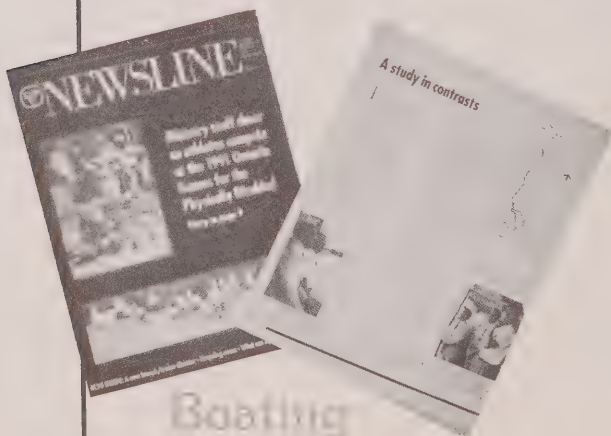


Ken Wood
Sarnia, Ontario
1st Place
Sarnia Bay Marina at Night



D.K. Edwards
Wallaceburg, Ontario
2nd Place
Ice Fishing, Mitchell's Bay

Winter Photo Category



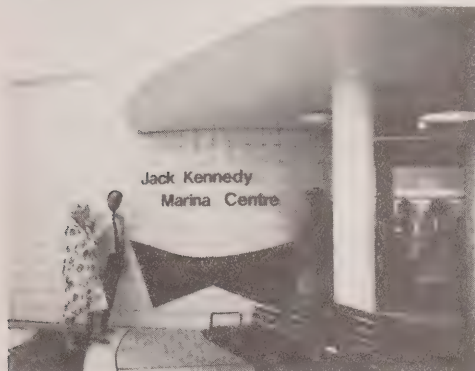
NEWSLINE REPORTS OUR CELEBRATION

The Ministry of Tourism and Recreation newsletter "Newsline" covered the July 10, 1991 official ceremony marking the 25th Anniversary of the St. Clair Parkway Commission. Editor Michael Peterson of Newsline reports the Parkway to be a "study of contrast". The abundance of blue water and green foliage is found in an area of Ontario more often reported by media for less aesthetically pleasing subjects.

Boating

Camping

25th Anniversary Celebrations



25th Anniversary
Chairman
Official Opening
Sunday 1991



▲ Dignitaries from the Province, the Municipalities along the Parkway and many friends of the Parkway were on hand to pay tribute to the 25 years of progress and service to the Province and Region by the St. Clair Parkway Commission.

During the ceremonies at Sarnia Bay Marina, the marina building was named after the 2nd Chairman and life-long supporter of the ideals of a Parkway Commission, Jack Kennedy. A cruise along the St. Clair River to view many of the Commission parks from the water was followed by an outdoor dinner at the marina.



25th Anniversary
Chairman
Official Opening
Sunday 1991

July 14, 1991, one week following the ceremony at Sarnia Bay Marina, many of the Parkway supporters gathered at Mitchell's Bay. Deputy Minister of Tourism and Recreation, Marilyn Knox, was on hand to mark our anniversary and open the expanded marina basin at Marine Park. The additional 44 berths are the first phase in a new marina plan for the popular sports fishing and pleasure boating complex. Transient berths are now available for the first time to encourage greater tourism in the Lake St. Clair area.



▲ Dedicated Staff

25th Anniversary

25th Anniversary Celebrations

Parkway growth and vision is brought to fruition because of the dedication of all employees over the first 25 years.

The Ministries of Natural Resources and Tourism and Recreation and the Municipalities of the Parkway can take credit for the Parkway success. Their commitment and team work partnered our success. Chairman Jack George personally thanked all municipal leaders for their support.

Golfing



Dining

Auditor's Report

To the St. Clair Parkway Commission and the Minister of Tourism and Recreation.

I have audited the balance sheet of the St. Clair Parkway Commission as at December 31, 1991 and the statement of operations for the year then ended. These financial statements are the responsibility of the Commission's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at December 31, 1991 and the results of its operations for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

Toronto, Ontario,
March 17, 1992

J.F. Otterman

J.F. Otterman, F.C.A.,
Assistant Provincial Auditor

THE ST. CLAIR PARKWAY COMMISSION BALANCE SHEET AS AT 31 DECEMBER 1991

	1991	1990
ASSETS		
CURRENT		
Cash	\$ 4,218	\$ 70,954
Accounts receivable	28,696	23,326
Grants receivable (note 2c)	280,920	97,439
Current portion of:		
Capital grants receivable (note 2a)	20,625	20,625
Loan receivable (note 3)	5,000	5,000
Inventories	61,227	70,475
Prepaid expenses	15,052	27,704
	415,738	315,523
CAPITAL GRANTS RECEIVABLE (note 2a)	226,875	247,500
LOAN RECEIVABLE (note 3)	20,000	25,000
	\$662,613	\$588,023
LIABILITIES		
CURRENT		
Bank indebtedness (note 4)	\$344,487	\$ -
Accounts payable	35,811	224,372
Current portion of capital advances payable (note 2a)	20,625	20,625
Deferred revenue (note 5)	14,815	16,138
Deferred grant revenue (note 2c)	-	54,388
	415,738	315,523
CAPITAL ADVANCES PAYABLE (note 2a)	226,875	247,500
DEFERRED GRANT (note 3)	20,000	25,000
	\$662,613	\$588,023

See accompanying schedules and notes to financial statements.

Approved on behalf of the Commission

[Signature]

Commissioner

[Signature]

General Manager

THE ST. CLAIR PARKWAY COMMISSION STATEMENT OF OPERATIONS FOR THE YEAR ENDED 31 DECEMBER 1991

	1991	1990
REVENUE		
Operating revenues		
Golf Course (Schedule 1)	\$ 856,997	\$ 919,796
Sarnia Bay Marina (Schedule 2)	531,833	547,672
Marine Park (Schedule 3)	453,145	429,661
Park and concession	116,405	106,171
Interest and other	37,619	39,971
	1,995,999	2,043,271
Proceeds from sale of property	-	166,672
Grants		
Province of Ontario	823,114	718,344
Province of Ontario - shoreline restoration	40,791	509,208
City of Sarnia	-	181,833
City of Sarnia - shoreline restoration	13,597	169,736
County of Lambton	388,789	181,833
County of Kent	124,966	116,893
City of Chatham	41,658	38,964
	1,432,915	1,916,811
	\$3,428,914	\$4,126,754
EXPENDITURES		
Administrative and operating		
Salaries, wages and employee benefits	1,008,061	941,212
Park maintenance	164,961	152,565
Utilities	46,986	45,989
Machinery and equipment	25,335	35,793
Insurance	27,392	31,740
Office supplies and equipment	20,524	17,873
Commissioners' fees and expenses	18,748	16,423
Other	38,789	34,997
	1,350,796	1,276,592
Golf course (schedule 1)	708,236	753,151
Sarnia Bay Marina (Schedule 2)	460,328	483,848
Marine Park (Schedule 3)	420,190	390,567
	2,939,550	2,904,158
Capital improvements	434,976	543,652
Capital improvements - shoreline restoration	54,388	678,944
	489,364	1,222,596
	\$3,428,914	\$4,126,754

See accompanying schedules and notes to financial statements.

Financial

THE ST. CLAIR PARKWAY COMMISSION SCHEDULE OF GOLF COURSE OPERATIONS FOR THE YEAR ENDED 31 DECEMBER 1991

Schedule 1

	1991	1990
GOLF COURSE AND PRO SHOP		
Revenue - green fees and golf memberships	\$458,078	\$474,121
- golf cart rentals	109,483	103,327
- sale of pro shop merchandise	48,297	68,682
	<u>615,858</u>	<u>646,130</u>
Expense - salaries, wages and employees' benefits	264,975	257,216
- maintenance	111,339	119,816
- administration	61,223	56,573
- furniture and equipment	3,515	16,275
- purchase and leasing of golf carts	47,017	57,025
- cost of merchandise sold	29,152	33,284
	<u>517,221</u>	<u>540,189</u>
Net income	<u>98,637</u>	<u>105,941</u>
DINING ROOM		
Revenue - sales	143,685	161,303
Expense - cost of sales	56,772	64,290
- salaries and wages	70,661	79,121
	<u>127,433</u>	<u>143,411</u>
Net income	<u>16,252</u>	<u>17,892</u>
LOUNGE		
Revenue - sales	97,454	112,363
Expense - cost of sales	36,348	42,224
- salaries and wages	27,234	27,327
	<u>63,582</u>	<u>69,551</u>
Net income	<u>33,872</u>	<u>42,812</u>
	<u>\$148,761</u>	<u>\$166,645</u>
TOTAL REVENUE	\$856,997	\$919,796
TOTAL EXPENSES	708,236	753,151
TOTAL NET INCOME	\$148,761	\$166,645

THE ST. CLAIR PARKWAY COMMISSION SCHEDULE OF SARNIA BAY MARINA OPERATIONS FOR THE YEAR ENDED 31 DECEMBER 1991

Schedule 2

	1991	1990
SARNIA BAY MARINA OPERATIONS		
Revenue - boat mooring	\$257,472	\$267,947
- gas and oil sales	52,183	60,747
- sale of merchandise	20,636	16,656
- other	6,703	6,760
	<u>336,994</u>	<u>352,110</u>
Expense - cost of gas and oil sold	49,410	53,615
- salaries, wages and employees' benefits	118,551	115,497
- administration	81,566	88,630
- maintenance	37,847	32,311
- cost of merchandise sold	14,551	13,943
- machinery and equipment	646	1,103
	<u>302,571</u>	<u>305,099</u>
Net Income	<u>34,423</u>	<u>47,011</u>
DINING ROOM		
Revenue - sales	194,839	195,562
Expense - cost of sales	71,788	77,915
- salaries and wages	85,969	100,834
	<u>157,757</u>	<u>178,749</u>
Net income	<u>37,082</u>	<u>16,813</u>
	<u>\$ 71,505</u>	<u>\$ 63,824</u>
TOTAL REVENUE	\$531,833	\$547,672
TOTAL EXPENSES	460,328	483,848
TOTAL NET INCOME	\$ 71,505	\$ 63,824

THE ST. CLAIR PARKWAY COMMISSION SCHEDULE OF MARINE PARK OPERATIONS FOR THE YEAR ENDED 31 DECEMBER 1991

Schedule 3

	1991	1990
MARINE OPERATIONS		
Revenue - boat mooring, launching and rental	\$189,289	\$170,986
- gas and oil sales	129,045	123,798
- sale of merchandise	20,788	18,408
- other	4,183	3,818
	<u>343,305</u>	<u>317,010</u>
Expense - cost of gas and oil sold	113,166	113,136
- salaries, wages and employees' benefits	128,386	104,895
- administration	52,422	50,759
- maintenance	21,641	20,256
- cost of merchandise sold	13,626	12,585
- machinery and equipment	2,134	893
	<u>331,375</u>	<u>302,524</u>
Net income	<u>11,930</u>	<u>14,486</u>
CAMPGROUND		
Revenue - camping fees	69,940	64,484
Expense - salaries and wages	44,103	39,199
Net income	<u>25,837</u>	<u>25,285</u>
DINING ROOM		
Revenue - sales	39,900	48,167
Expense - cost of sales	17,253	20,190
- salaries and wages	27,459	28,654
	<u>44,712</u>	<u>48,844</u>
Net loss	<u>(4,812)</u>	<u>(677)</u>
	<u>\$ 32,955</u>	<u>\$ 39,094</u>
TOTAL REVENUE	\$453,145	\$429,661
TOTAL EXPENSES	420,190	390,567
TOTAL NET INCOME	\$ 32,955	\$ 39,094

1. SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of significant accounting policies of the Commission.

(a) Basis of Accounting

The financial statements have been prepared using the accrual basis of accounting for all revenues and expenditures. Under the accrual method, revenue is recorded when earned and expenses are recorded when incurred.

(b) Inventories

Inventories are valued at the lower of cost or net realizable value, with cost determined on a first in, first out basis.

(c) Capital Assets

Capital assets of the Commission consist of buildings, purchased and donated park lands, equipment and vehicles. The Commission charges all additions to capital assets as expenditures in the year of acquisition.

(d) Leases

All lease payments are expensed as incurred because the Commission does not capitalize capital assets.

(e) Donated Materials

The Commission does not record the value of donated materials in its financial statements.

2. GRANTS

- (a) For capital expenditures, the Province of Ontario and the participating municipalities contribute seventy-five percent and twenty-five percent of the funds needed, respectively. For land and major projects, the Province advances one hundred per cent of funds, interest free, of which twenty-five per cent repaid by the Commission from grants received from benefitting municipalities.

At 31 December 1991, the Commission owed the Province and the municipalities owed the Commission \$247,500 for advances received for the development of the St. Clair Parkway Marine Park. Both are payable at \$20,625 per annum until and including the year 2003.

- (b) For expenditures in excess of operating income, the Province of Ontario and the participating municipalities contribute fifty per cent each.

- (c) The difference between grant revenue on an accrual basis and grants actually received is recorded as either grants receivable or deferred grant revenue.

3. LOANS AND DEFERRED GRANT - DOVER TOWNSHIP

In March 1976, the Commission received a grant of \$100,000 from the Province of Ontario which it loaned in March 1977, interest free, to Dover Township to assist in constructing a water treatment plant. The loan is being repaid by the Township at \$5,000 per annum until and including 1996. Because the original grant was not recognized as grant revenue, the annual payment is included in grants from the Province. The remaining balance is reflected as a deferred grant and a loan receivable.

4. BANK INDEBTEDNESS

Bank indebtedness consists of the following:

	1991	1990
Demand loan	\$200,000	\$ -
Overdraft	144,487	-
	<u>\$344,487</u>	<u>\$ -</u>

5. DEFERRED REVENUE

Deferred revenue results from the prepayment of golf memberships, marina mooring fees and campground site reservations.

6. REMUNERATION OF APPOINTEES

The total remuneration of the members of the Commission was \$9,035 (1990: \$9,620).

7. LEASE COMMITMENTS

The aggregate minimum lease payments payable under leases for golf carts and automobiles in effect at 31 December 1991 are as follows:

1992 - \$12,936	1994 - 7,531
1993 - 10,509	1995 - 3,450

The Commission has also leased the Sarnia Bay Marina property from the Government of Canada until 2002 for an amount equal to ten percent of the gross boat mooring revenue.

8. PENSION PLAN

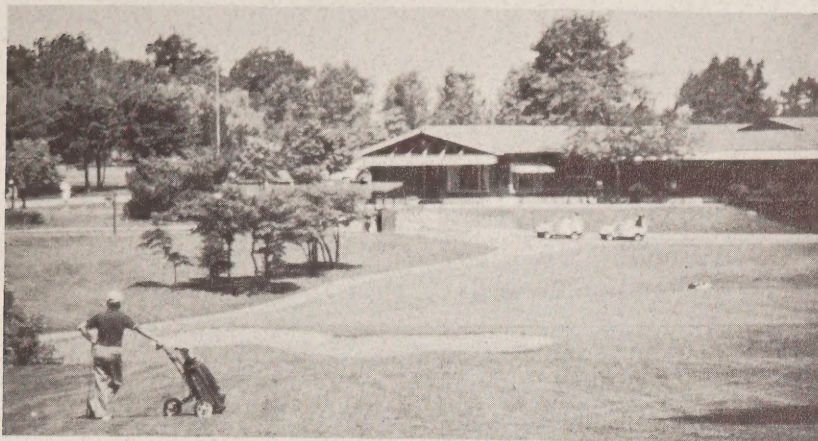
The Commission provides pension benefits for its employees through participation in the Ontario Municipal Employees Retirement System. The Commission's share of contributions to this fund during the year was \$47,572 (1990 - \$47,114) and is included in salaries, wages and employee benefits.

9. LIABILITY FOR VESTED SICK LEAVE BENEFITS

Under the sick leave benefit plan, unused sick leave can accumulate and employees may become entitled to a cash payment when they leave the Commission's employment.

The liability for these accumulated days, to the extent that they have vested and could be taken in cash by an employee upon termination, amounted to \$201,000 at the end of the year. No provision has been made for this liability. Payments of accrued sick leave benefits to former employees totalled \$17,000 for 1991 and were included in the salaries, wages and employee benefits.

Coming Soon



◀ Consultant's Report Suggest New Operating Golf Course Format

During 1991, the Commission and the Ministry of Tourism and Recreation sponsored and received an independent survey report on 5 new operating scenarios for the Mooretown golf course. The course is 20 years old, a very important asset in the community and to the Commission, and it was felt it was time to review the direction and

vision of the golf course. All interested parties are being encouraged by the Commission to help set this direction during a transition year in 1992.

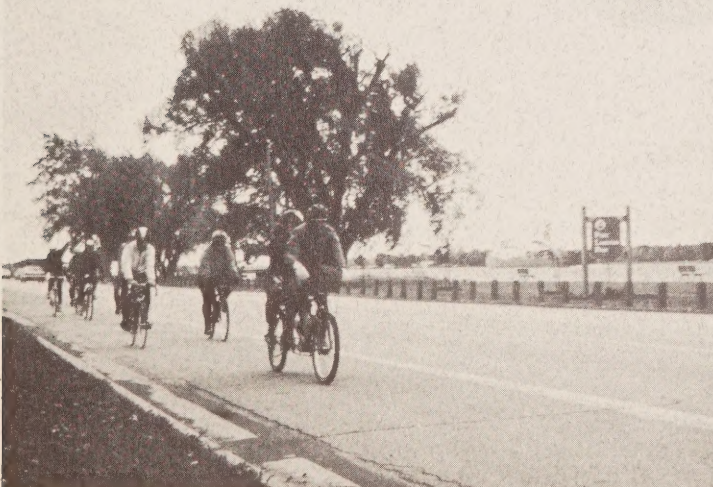
22nd Facility Proposed ▶ Uncle Tom's Cabin Historic Site

Fall 1991 was an exciting time at the Commission. The County of Kent, the Commission and the Ministry of Tourism and Recreation commenced discussions on this important site in Provincial and Canadian history becoming a part of the St. Clair Parkway Commission. Historically significant as the terminus of the Underground Railroad the site also tells of the important role settlements like this one in Dresden, started by Josiah Henson, played in integrating refugee slaves into Canadian society.



◀ Bikepath Recreation Trail

As throughout the Province, the Parkway is increasingly being used by cyclists. A recent survey of interest found support from all sectors of our region - families, industry, government, environmentalists, etc. The future looks good for recreational trails and bikepaths through the municipalities of the Parkway region, with the Commission providing a common look and design as communities are linked by the trails.



Rotary assists with special ►
flower planting for special
needs children



▲ Kids Plant Flowers

◀ Camping kids enjoy the
Parkway ▼



St. Clair Parkway Commission
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N0N 1G0
519-862-2291

Joint System of Parks Development
By
Ministry of Tourism & Recreation
Counties of Lambton and Kent
and City of Chatham

3 1761 11470687 2



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